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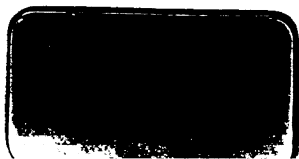
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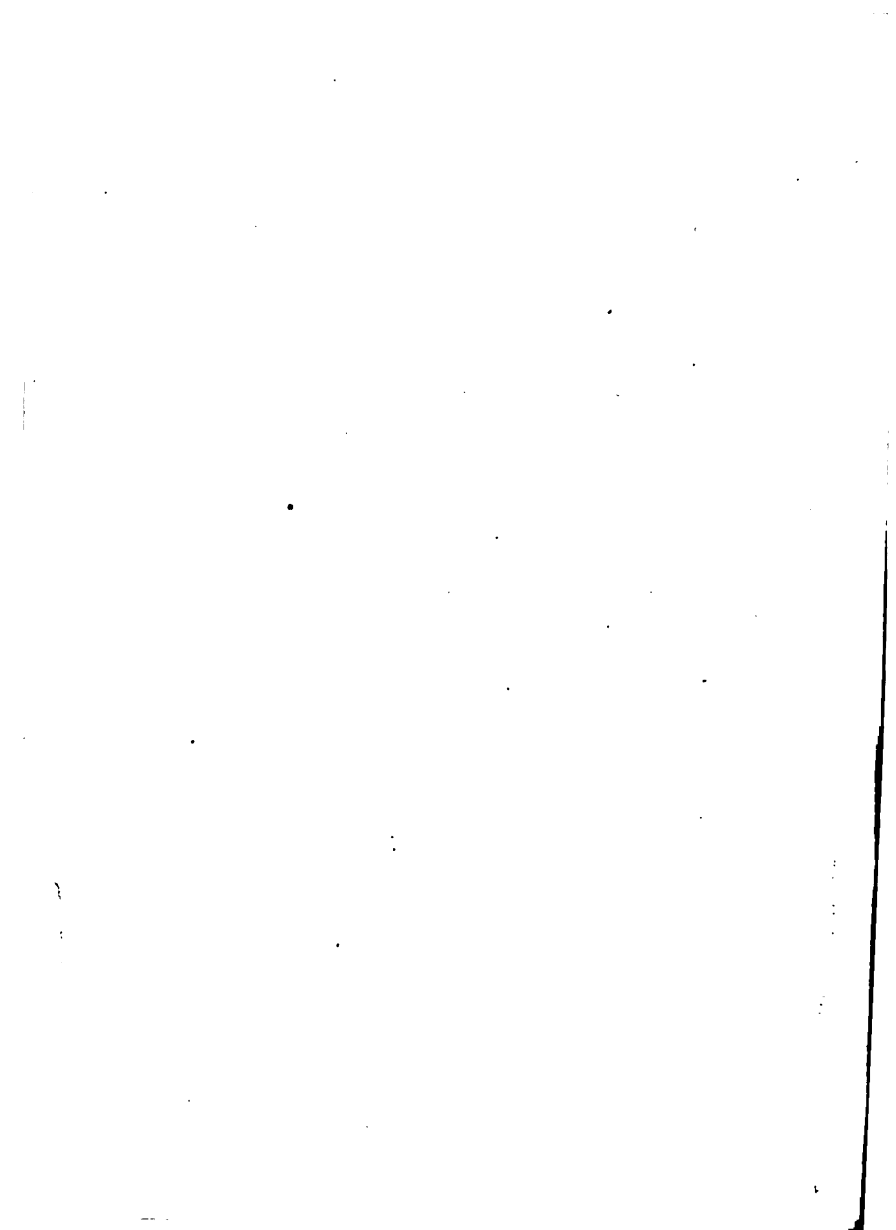


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The SCIENCE OF BUSINESS

BEING

The Philosophy of Successful Human Activity
Functioning in

BUSINESS BUILDING
OR
CONSTRUCTIVE SALESMANSHIP

By

ARTHUR FREDERICK SHELDON



LESSON TWELVE

THE SALE II

SYNTHESIS—CONTINUED

CHICAGO, U. S. A.

1917

KC 371c



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CHECK FORM

To Assist in Analyzing the "Almost Sales"

Prospects Seen	Favorable Attention	Interest	Appreciation of Values	Desire	Decision	Action	
Brown.....	100	100	100	100	100	100	
Smith.....	100	100	100	100	100	100	
Jones.....	100	100	100	50			N. B.
Williams....							
Johnson.....	100						
Comstock...	100	100	100	50			N. B.
Siebenthal..	100						
Winter.....	100	100	100	100	100	50	N. B.
Sturges.....							
Strong.....	100	100	100	50			N. B.
	80%	60%	60%	45%	30%	25%	

LESSON TWELVE

SYNTHESIS—CONTINUED

CHAPTER I

AROUSING APPRECIATION AND CREAT- ING DESIRE IN DIFFICULT CASES— THE SECONDARY SELLING TALK

IN THE following presentation it is taken for granted that the party of the first part has secured the favorable attention of the party of the second part by means of the introduction, and has also aroused interest by means of the first selling talk.

He had hoped by means of the synthetic description of the first selling talk to capture the fortresses of appreciation, desire, decision, and action, and so make the sale. But this has not been accomplished. When that indirect suggestion was put forth to get the name on the dotted line or to have the goods sent out—in other words, when terminal facilities were reached—it was found that the psychological moment had not yet arrived.

The customer was given an opportunity to buy, but if this was correctly done he was not given a

very good opportunity to refuse, because when the salesman "sensed" that his talk had only aroused a condition of interest, he did not press for the sale at that time.

As a scientific salesman he knows that the absence of the psychological moment was simply due to the absence of a sufficient amount of desire on the part of the customer for the article; and it is therefore now "up to him" to create the necessary desire.

To do this, he has at his command his **secondary selling talk**.

Other things being equal, the power of the individual to secure the mental agreement of those with whom he communicates varies directly with the excellence of his secondary selling talk.

Desire defined. Again let us remind the student that desire is "an emotion directed to the attainment or possession of an object from which pleasure, whether sensual, intellectual, or spiritual, is expected; a passion consisting in uneasiness for want of the object toward which it is directed, and the impulse to attain or possess it; in the widest sense, a state or condition of wishing."

More tersely it is defined as "an earnest wish, longing, or aspiration for a thing."

The persuader has right here the measure of his duty and his task in connection with desire. He must create an earnest wish, longing, or aspiration for the thing he is selling.

There may be some fear or hesitancy about making a given purchase. The customer may think it is needless, unwise, or untimely, but if the salesman can make him appreciate the values, cause him to see that pleasure, profit, or gratification will certainly accrue to him, the flame of desire will inevitably be kindled in his breast.

Then, if this flame is fanned by further and repeated visions of the benefits he may expect, the flame will grow into a consuming fire that must sweep all hindrances and hesitations from its path.

In some ways this secondary selling talk, the synthetic instrument for the changing of interest and appreciation into desire in difficult cases of persuasion, is similar to the first selling talk, but in others it is vastly different.

Expository form of language used. One point of difference is that the persuader now switches from the descriptive to the expository form of language. We take it for granted that the student has studied carefully the Textbook on expression, "Polishing the Points," and therefore knows the exact meaning of the word expository.

Exposition is that form of discourse dealing with

general themes or class concepts. We describe a particular thing, but make use of **exposition** to unfold general truths.

In the first selling talk the salesman gives a description of the particular thing he is selling. With this he arouses interest. He hopes to create sufficient desire to bring about favorable decision and action, but has failed to do so.

He is now going to do this with his secondary selling talk, and he now finds it necessary to display more thoroughly the **general truths** pertaining to it.

Of course the customer does not know that there is any break in the discourse. The salesman simply goes right on as if nothing had happened. Nothing really has happened yet, and especially not that which he most desires to have happen—the psychological moment. The persuader is still shooting at the volition of the listener, but has not as yet reached the mark. He has used up the arrows from the quiver of his first selling talk, but fortunately he has at hand a fresh quiver chock full of keen and pointed arrows.

When he was making, by the process of analysis, the arrows for his introduction and first selling talk he also put many fine arrows into the receptacle of his secondary selling talk.

The following rules should be observed in regard to this secondary selling talk:

Thirteen Rules for Secondary Selling Talk

First, use mainly the expository form of language, but mingle with it here and there the narrative and descriptive, if these be found advisable.

Go more into details. Second, go more into details than in the first selling talk. Reiterate some of the points used in the first selling talk in order to make sure that they are plain to the customer's mind, and back them up with related points not utilized before.

Also, in restating points previously made, do so in varied words, so as to put them in just a little different light, thus permitting the customer to view each point in a fresh aspect. Go a little farther than before; clinch the points by an appropriate metaphor, simile, or comparison. Paint a little word picture. Make the point clear and sparkling. Also shoot other arrows manufactured in the analysis, which are forcible selling features.

Use figures of speech and more force. Third, make more plenteous use of figures of speech and suggestive argument than in the first selling talk.

Fourth, greater force and positiveness may be used than before. The wedge is now firmly placed and more strength should be put into the blows as delivered.

While the business builder must never misrepresent or use falsehood it is a fact that, the confidence

of the customer having been won by the modesty and fairness of the first selling talk, he will now begin to relish the brighter colorings of the picture the salesman is painting for him. He will have more confidence that the colors are true to nature, and they will not jar upon his credulity as they might have done at the outset.

Fill in the sketch; hold the floor. Fifth, it has been seen that your first selling talk is a full though condensed analysis of the proposition, correctly synthesized. It is a sketch of the picture; but this particular customer did not buy the sketch, hence he must be shown the completed picture; and that is what the secondary selling talk really is.

It is the sketch developed and filled in with all the details. It is the high points of the first selling talk, plus.

Sixth, the party of the first part still holds the floor as he did in the first selling talk. It is the business of the customer to listen; and it is the salesman's duty to see that he does listen. If attention is rightly secured in the first place, and the right sort of interest was developed in the first selling talk, the prospective patron will not usually make any objection, especially if the personality of the salesman is all that it should be as a scientific business builder.

Make the three selling talks one. Seventh, if perchance the customer asks a question, it should be

treated in the same manner as was advised in the first selling talk; the same advice applies to interruptions.

If he should interpose a remark in the way of declining the offer, it should be passed by as unwarranted until he has heard all the claims in behalf of the proposition.

The secondary selling talk should be handled in every way as if it were an unspoken part of the first talk. The customer should get no idea, such as the salesman has, that there are first, second, and third stages of the demonstration. To him it must be and seem all one talk.

Intensify the prospective patron's special interest. Eighth, while giving the first selling talk mental note was made of the points in which the customer was specially interested.

It might have been on one or more of the main questions brought out in the analysis: (1) what and for what; (2) of what; (3) history; (4) for his own use, etc. As regards any one of these the business-building salesman has several points manufactured and ready for use in his secondary selling talk.

Dwell especially on the points in which the prospective patron previously seemed the most interested. Go more into details now.

The scientific salesman has each point committed to memory, but does not need to use all of them

in every secondary selling talk. If a master of the method, he can save time and vary his work by leaving out some. If his analysis and synthesis are right, and so long as he does not get off the track, he runs no risk of serious mishap.

The secondary talk must be a masterpiece. Ninth, remember that the object of the secondary selling talk is to cause that intensity of desire which will result in favorable decision and action. It must serve as additional fuel to be added to the fire of interest. It is plain that the secondary talk must be in the nature of a masterpiece.

In the secondary selling talk the salesman comes to the element of material. He has touched on this in a general way in his first selling talk; now he can dwell upon it. He can show (provided it is true) that this material is genuine; that it is absolutely reliable; that it is the best of its kind ever put into such an article.

Again, the salesman comes to the feature of **perfection in his analysis**. He has also touched on this before, but now approval of the care and neatness of the workmanship is invited, and perhaps enlarged upon, including the fact that none but the most skillful artisans have a hand in its execution.

As to the finish and adornment, they are visibly before both parties. The samples tell their own tale. What grace of form; what elegance of outline; what artistic embellishment; what a dainty

general effect—and so the changes are rung, the merits and attractions are recited, until quality stands out to view unrivaled and unapproachable.

On other features, in their order, the salesman may dwell and expatiate in a similar way, every detail mentioned being exactly of the kind to make the article desirable from that special point of view.

By the use of this mass of details in the manner here pointed out, and grouping strictly together those relating to each feature, the persuader has a chance to point out with sufficient frequency that the purchase is a most desirable one in every particular.

Use suggestive arguments. Tenth, in creating desire the expository discourse should be strengthened with suggestive arguments. Of course all methods are by their purpose suggestive; but here the term is especially demanded.

In the common meaning of the word, **argument** is mostly out of place in salesmanship. Remember the **law of non-resistance**.

We might call direct argument at the best a necessary evil. It is seldom required in constructive salesmanship. It mostly implies a spirit of opposition, perhaps a contradiction, and we should always remember that "a man convinced against his will is of the same opinion still."

As elsewhere shown, it often happens that the capable salesman, without any use of argument

induces a desire for his goods by the mere logical arrangement and submission of their strong points. We might signalize it as the art that can dispense with argument.

But direct or aggressive argument is sometimes necessary, and when this is the case it should be also a sound and convincing argument.

Argument is rarely permissible, except in the tertiary selling talk and for the capture of the final fortress, as we shall see in our next chapter. Any other argument than a brief, suggestive one, involving no discussion with the customer, would be harmful in the secondary talk, except to clinch a point in case of positive interruption on his part.

Appeal to the senses. Eleventh, realistic arguments, or suggestions, those that reach the mind directly through one or more of the five senses, appeal more strongly to the purchaser than those which arise from mere description.

If, for instance, a customer can see, hear, or taste the article he is asked to buy, the suggestion is realistic and his faith in that article is based upon the evidence of his own senses. If this is of a pleasing and satisfactory character, little need be added by the salesman to create the necessary desire. This is why selling goods by sample is usually so effective. The customer satisfies himself that the goods are all right.

Thus one of our students who is a very successful

salesman writes that in selling a new form of coupling shaft all he has to do to create the customer's desire for it is to show him how it will grip tighter and harder, and how it is more easily applied or taken off, than the couplings already in use. This brings before the mind of the customer the many imperfections of the old form of couplers and creates a desire for the article that supplies the deficiencies. All this, however, is in the nature of illustration rather than of argument.

Gets the prospective patron to agreeing with him. Twelfth, as in the descriptive talk, given to arouse interest, just so in the more thorough exposition of the subject to arouse appreciation and cause desire, questions can be used for leading the customer into the habit of agreeing with the salesman.

When a point has been made it can often be thus emphasized to great advantage: "Do you not think that is true, Mr. Brown?" or, "Isn't that evident?" "Do you not agree with me that this is a very practical point?" "Is it not a beauty?" "Can you not see how this would be a big seller?" and so on.

Power of initiative, tact, intuition, and judgment of human nature, arising from the development of the constructive capacities, faculties, qualities, and powers, will be a safe guide as to what questions to ask in the exposition to create desire, whether as a specialty salesman, a wholesale salesman, a retail clerk or a promoter.

A general rule is, be careful not to ask questions which may cause a long interruption or a negation.

Terminal facilities. Thirteenth, the prices and terms of sale, in this as in the first selling talk, will usually be the last point treated; but even after that a sweeping and eloquent summary can be made which may tend to spur desire into final resolve.

In the delivery of this it should again be taken for granted that the purchase is agreed to and the customer should be offered a pen or pencil to sign the memorandum of sale, if such a document is required.

One of the methods before advised, or others of your own contriving, will serve according to circumstances. Sometimes at this point it is safe to make the positive suggestion: "Just sign your name please, right on that line."

In conclusion, attention is called, as regards this selling talk, to its likeness to the first, in that the salesman should do most of the talking, and that the elaboration of each point of the analysis should be made a part of himself as thoroughly as was the primary canvass. Here the same general order should be followed with each customer; but those points in which the particular customer seemed most interested during the first talk should be dwelt upon.

The salesman should do his best on each point. There is a best way to fill in each detail if one

would make a perfect picture; enough time and study must be devoted to the secondary selling talk to make the salesman a thorough master in its presentation. Again we call attention to the saying of Michelangelo, "Trifles make perfection, and perfection is no trifle."

This is where thousands of salesmen blunder. They plod along with average success when they might just as well enjoy great success, if they would only have the "gumption" to master their secondary selling talk. A great majority make but one talk, in the sense that they have no idea of logical divisions in its matter and purpose.

Thousands do not talk enough, and more thousands talk too much.

The division of knowledge concerning the proposition into four parts, as provided by our analysis and system of synthesis, will guard against the risk of talking too much, while it also gives a copious reserve for talk enough to win victory even in stubborn cases.

Each point of its elaboration must be learned as thoroughly as the primary talk, and thus so completely made a part of the salesman as to seem spontaneous.

Remember the suggestion about hesitating here and there as if hunting for the proper word to express your exact meaning, even though fully aware of what is to be said. There is a vast differ-

ence between mere "glibness" and force of expression. It is not best to be too "glib." The customer may either guess that a piece is being spoken, or else size the salesman up as a "verbal cyclone"—and these are damaging impressions to create.

Reserve. If the above instructions are followed carefully one should be able so to construct his secondary selling talk that it will arouse appreciation and cause intensity of desire even in very difficult cases. Of course, the salesman must always expect that it will inspire favorable decision and action.

He should not—will not, as a rule—need any further talk. He has given the prospective patron another opportunity to buy, and believes that he will surely take advantage of it.

But suppose he does not, what is the true salesman going to do? Cease his efforts? Give up the fight?

Not if he is a scientific business-building salesman, a master in the art of securing progressively profitable patrons.

Why is it the prospective patron has not decided to purchase?

The answer is very plain and is just the same as it was before. His desire is not yet strong enough.

The persuader has spurred interest to appreciation and appreciation has ripened to desire, but as yet desire is not of the right intensity. It is not

up to white heat or to the pivotal point of the "psychological moment." More fuel must be added to the flame of desire.

To return to our military figure, the party of the first part has now captured the forts of attention, interest, appreciation, and desire. Usually, when this is done, the forts of decision and action will surrender peacefully. But sometimes the customer is very refractory. The sentinel of intellect may advise his volition that the purchase is a wise one, while his sensibilities are leading him to the contrary belief. Or, he may just feel dogged or stubborn.

Again the sensibilities may be pleading with volition. He may desire the proposition eagerly, but the sentinel of intellect may impel him to reason that the investment would be wrong.

But none of these difficulties imply that the battle is really lost. The salesman has up to this point fought a good fight and is entitled to success. Many a victory has been lost by retreating when there was no good reason for retreat. Remember this, and **don't retreat.**

The stock of arrows prepared for the introduction and the first and secondary selling talks have all been used. But this does not constitute the entire ammunition. The persuader still has in reserve his third selling talk, to which we shall turn our attention in the next chapter, but before doing so

we must ask the student to give careful thought to

**The Terminal Facilities of the Secondary Selling
Talk**

Every scientific business-building salesman is an efficient closer.

The world is full of "almost salesmen," men who have bushels of "prospects," hundreds of "almost sales." The profits on "almost sales" of almost every institution having any considerable number of representatives on the road, if they could be made real sales, would alone pay dividends.

Let us analyze an "almost sale."

The "almost sale" is a circumstance where the mind of the one to whom the salesman was trying to make the sale traveled from favorable attention to interest, from interest to appreciation, and from appreciation to desire, but stopped there; the "immanent volition" did not completely form in the mind of the party of the second part.

In other words, the other fellow wanted the thing as offered, but the persuader was not quite tactful enough or quite forceful enough, or for some other reason he did not quite close the deal. Possibly the prospective patron was afflicted with aboulia.

Possibly the salesman left fully expecting that the prospect was going to buy. He may even have anticipated that the order would be sent in within

a very short time. But the chances are that about ninety-nine times out of a hundred he waited in vain.

There are exceptions to the rule, but the rule is that if the sale is not closed while the salesman is on the ground it will not close itself after the two parties have ceased oral negotiation.

We again challenge earnest attention to what was said concerning the terminal facilities of the first selling talk. These truths must be applied to the secondary selling talk. Do not talk on forever, neither talk in a circle. The salesman knows when he is through, and that he is through when he has covered all the points which he is expected to cover in order to make his proposition plain in all its outlines and details.

When the terminal facilities are finally reached (the last point in the secondary selling talk), and the opportunity to buy has been given, as previously counseled, through some good positive, indirect suggestions, then, if the customer does not buy, the salesman is ready for his tertiary selling talk. This we shall consider in our next chapter.

Analyze the "almost sales"—find out *why* the sale was lost when it really is lost. The results will prove valuable in later cases. The salesman who fails to do this is cheating both himself and his firm. He will never become a master in the art of

securing progressively profitable patrons until he pays the price of analyzing his "almost sales" and profiting by his failures.

Summary

First. The function of the secondary selling talk is to create desire and bring about action.

Second. The language should be mainly expository in form.

Third. There should be no sensible break between the primary and secondary selling talks.

Fourth. Observe the thirteen rules:

1. Mingle narrative and descriptive with expository language.
2. Go more into details.
3. Use figures of speech and suggestive arguments.
4. Fill in the sketch.
5. Use greater force.
6. Hold the floor.
7. Turn aside interruptions.
8. Dwell on points that interested the prospect in the primary talk.
9. Make the secondary talk a masterpiece.
10. Follow the law of non-resistance.
11. Appeal to the senses.
12. Get the prospect to agreeing.
13. Reach terminal facilities.

Fifth. The salesman should do his best on each

point. Many do not talk enough; many more talk too much.

Sixth. Be guided by the analysis, and the synthesis will supply enough and not too much to say.

Seventh. The secondary selling talk should inspire favorable decision and action.

Eighth. If it has failed to do so, desire has not been sufficiently intensified.

Ninth. There should be no retreat, no quitting here, for the tertiary selling talk is still in reserve.

Tenth. Analyze the "almost sales" and find out why the sale was lost; and thus prepare to profit by failure.

CHAPTER II

CLOSING THE DEAL, OR BRINGING ABOUT ACTION IN DIFFICULT CASES—THE THIRD SELLING TALK

WE ARE nearing the end of our educational journey. We shall soon part company and go our several ways. But before the terminal where we are to say farewell is reached, the student's earnest attention must be directed to some practical details for closing the deal, or bringing about action in difficult cases.

Other things being equal, the power of the individual to secure permanent mental agreement with those with whom he comes in contact varies directly with the excellence of his third selling talk.

It is assumed that the salesman has been dealing with a customer who is difficult to convince. The salesman thoroughly believes that he is in a position to render real Service to the customer, but the latter does not see it that way.

By means of the introduction the customer's favorable attention has been secured.

The first selling talk excited some degree of inter-

est in the proposition, and aroused at least some appreciation of values.

During the secondary selling talk the prospective customer gave some evidences of desire; but when terminal facilities were reached, even at the end of the secondary selling talk, he refused to sign up. He was still unconvinced, or even though apparently convinced, he refused to do business. The mind of the salesman and the mind of the customer had not fully met.

The all-important question at this time is: What is the salesman to do? Quit? The scientific salesman will not quit. He still has at command some of his most powerful instruments of persuasion, some of his most potent mental arrows; and these are in the form of the third selling talk.

It is this third selling talk that we are now to consider. Since the third selling talk has to do chiefly with the closing of the deal, and since this in turn has to do with the action side of the mind, and since action is so intimately related to desire, we shall first view at close range for a moment this target at which up to this time all of the salesman's mental arrows have been aimed.

It will be recalled that the function of the volition is twofold (1) decision or immanent volition, and (2) action or emanant volition.

As far as the immediate purchase is concerned, the final result of the volitional power is **action**.

The purpose of the business-building salesman is of course to render the kind of Service after the transaction which will secure permanent volition on the part of the customer, that he may form the habit of continuing his patronage. The step immediately preceding the action is decision.

As will be remembered, there are seven steps in the completed exercise of volitional power, and seven steps in habit formation. That is to say, there are six steps necessary for individual action, and seven when that action is converted into habit. For the sake of convenience these seven steps are here again enumerated:

The first step is sensation. This has been taken care of by the time the introduction and the first and secondary selling talks have been delivered, for the prospective patron has sensed the proposition from many different angles.

The second step is the definite feeling aroused by sensations. This too has been taken care of.

The third step is serious thought resulting in a reason for doing the thing under consideration. This too has been taken care of. During the course of the first and secondary selling talks the prospective patron has been supplied with several good reasons why he should accept the proffered offer.

The fourth step is the forming of a motive which is a mixture of all thoughts and feelings and reasons in his mind conducive to buying. It should be definitely borne in the mind that the motive is the great actuating power in mind. It is the step next to immanent volition; it is the moving power of decision. The patron should be helped to form constructive motives for deciding in favor of the proposition presented.

The fifth step is decision—what to do, and how to do it.

The sixth step is the act, the doing, which in this case is the actual purchase.

The seventh step is repeated action or permanent volition.

In the course of a rather strenuous career as a salesman the author has encountered many customers who apparently decided what to do—buy the goods; but they seemed to be afflicted with *aboulia* and be unable to buy after they had decided to do so.

Again, other customers have been met who have decided what to do and how to do it, who got right down to talking terms, and even decided on the terms; yet it seemed difficult for them to exercise the next step in volition, **action**.

Until what is figuratively termed the “chemistry

of volition" was learned, until the ability to analyze the mental condition as exactly as the chemist would analyze a chemical compound was acquired, the author, as salesman, found it extremely difficult to master the man to whom he knew he could render valuable Service, but who persisted in being stubborn in his refusal to permit such Service to be rendered.

Even now success does not crown every effort; but not nearly so often does the customer fail to yield as he did before there was a thorough understanding of the exact operation of volition and the relation of it to desire and motive.

Another great assistance in helping the party of the second part in forming potent motives has been the discovering and full understanding of the relationship of appreciation of values to desire.

The customer's freedom of choice. Lesson Seven makes plain the relation of feelings to volition and therefore to decision and action. Turn back now and study that part of Lesson Seven.

Just here let it be said that the principle of freedom of choice is quite as much a right of the customer as it is of the salesman. He has a perfect right, if he chooses to do so, to reject the offer; and in spite of anything that can be said or done by the salesman, the customer may keep his thought battery at work thinking that he does not desire the offered services or goods. This will generate

corresponding feelings, and his final action will be in accordance with them.

The salesman, however, has the advantage. With the proper attention gained in the first place, and this properly sustained, the salesman is largely regulating the customer's thought battery, therefore largely regulating his feelings and the consequent decision of action.

Kinship between desire and action. What authorities have termed the immanent volition, or choice, not only hinges on desire, as we have seen, but is its natural outcome. Of the kinship between desire and action, an able psychologist writes as follows:

"If this is a universe, governed intelligently, and intelligently only, then choice reigns supreme at every point and choice is unimaginable apart from desire.

"If I desire nothing, I shall choose nothing. Hence desire is supreme and universal.

"I will choose according to my character. Yes, I must do so, and so must everything else that exists from atom to world.

"I feel perfectly safe in affirming that desire is the mother of all action whatever, and no one can deny that it is the source of all human action."

Some authorities even go so far as to merge desire with volition or choice into one mental act, making only one distinction: that the volition is predominating desire and is called volition when the desire issues in decision and action.

"But, to issue in acts," as the gifted Professor Fiske observes, "something more than a craving is needed. There must be a command, a determination, an executive decision, which in itself is unlike the feeling of craving, though it naturally follows it."

It is plainly seen why we use the verb "inspire" in connection with this resolve or decision of the volitional power. The latter is an instantaneous mental movement, being the final outcome in the condition of desire.

The best way to reach it, therefore, is to stimulate desire to a high point of eagerness, to the end that possession alone will satisfy the customer's inward craving.

If the desire is made strong enough, the volition is sure to fall into line; and the instant when it does so has well been called the "psychological moment."

The psychological moment. And now a few words about the psychological moment. Inability to detect it, to recognize the instant when the mind is ready to swing, when at the pivotal point where desire changes to resolve, is the cause of the failure of thousands of salesmen. They cannot discern the psychological moment. They keep right on talking, and, after having talked the customer into the sale, talk him out again.

Whenever the presence of the psychological moment is perceived, whether the talk has lasted one minute or an hour, take advantage of it at once to

close the order. Do not let it grow cold or even lukewarm. Do not, if at all possible, let it waver or halt for a single moment. Be prompt to recognize it and prompt to use it.

How it came about or by what psychological path it traveled is not, at such a moment, of the least concern to the salesman. Any pause or delay to examine it would be like the proverbial folly of looking a gift horse in the mouth when he should be ridden home to the stable, or like the child who digs up the seed to see if it is growing.

The human mind is quick, and it is also variable. The desire of this moment may easily become the dislike of the next. A customer may in good faith resolve to accept your proposition, and yet the merest interruption may change the current of his thoughts into a stubborn resolve to decline it.

As a fact of experience, more sales are lost from trivial interruptions than from almost any other discernible cause. The entrance of a child or another customer, the sound of a wife's voice, or even the striking of a clock, has been known to prompt the mental impulse that spoiled a good sale on the brink of accomplishment.

If there be any one principle that applies with force to this act of the customer's volition, it is to watch for it and detect it, and, as the ball players say, to "catch it on the fly."

But how is it detected? That is a practical question.

The true salesman can "sense" this conclusion of the customer by pure intuition. He feels it. His physical senses are so trained and the positive qualities of the mind are so developed that his power to sense the psychological movement is very keen.

His mind is a sensitive plate which catches instantly the volitional resolve on the part of the customer, even though the latter may not have expressed it; yes, even though the customer himself be not clearly conscious of it.

The true salesman is so thoroughly *en rapport* with his customer's thought that his own subconscious powers detect by means of telepathy the true psychological moment. He is mentally alert to this state of intense desire on the part of the customer, and he apprehends the pivotal point where desire is swinging toward resolve to buy.

When desire is ripening into decision, it is then that the true salesman stops talking and gets down to business. It is then that he clinches the deal.

Some indications of the psychological moment. Sometimes a salesman will "sense" the psychological moment by a certain act of hesitancy on the part of the customer, even by such a negative remark as "I ought not to do this."

By this the customer implies that his desire is strong for it; his intellect is fighting with his sensibilities. In fact, desire is now up to white heat.

He hesitates or wavers a little. The period of

hesitancy or wavering is a good indication of the presence of the psychological moment. The true salesman sees it, and by immediate positive suggestion brings about decision and action, knowing that he who hesitates is lost.

For example, some such remark as this: "I am certain, Mr. Black, that our minds have met. You really wish to make this purchase; you believe and feel that it is a wise investment. It is needless for us to consume any more time in the matter, because I know your time is valuable. It only remains for you to put your name on this line."

Sometimes the psychological moment is shown by the expression of the face, the twinkle of the eye, the nod of the head—although the nod of the head may be merely courteous assent and not an indication of that degree of willingness which reflects a final decision.

To detect the psychological moment all the senses of the salesman must be alert. He now finds the necessity for the quality of perception, the first element of intelligence, the ever-seeing eye of the mind, treated of in Lesson Four. When the presence of the psychological moment is realized, or however it is recognized, there is no more need for loitering.

Inspiring the psychological moment. But how does the salesman help to inspire it? The answer is plain. Indeed, it has already been given, for we have seen that desire intensified will bring about action.

In capturing the fortress of desire, resolve was undermined. If the order was not secured it was because desire was not made intense enough; therefore the work in capturing decision and action is but the continuation of the previous work—only “more so.”

The fire already kindled must simply be made hot enough to stir volition into action. The weapons in the capture of this citadel are still and always the same, to wit:

1. The salesman's impressive personality as a product of thorough self-training.
2. A thorough knowledge of the goods, based on their careful analysis.
3. The ability as a reader of human nature to judge the customer.
4. The capacity to present the selling features of the proposition with clearness, force, and persuasive rhetoric.

In the introduction the narrative form of language was used to a greater or less extent. In the first selling talk the language was largely descriptive. In the secondary selling talk the language was largely expository. But in the tertiary selling talk the salesmen will employ mainly both exposition and persuasion.

If the fortress of desire has been captured through exposition, the intellect has been influenced; but the emotions may not have been suffi-

ciently aroused. It is here that work must be done through indirect suggestion and the way into the customer's heart mined by illustration, graphic description, and other forms of exhortation until the customer has forgotten all about his objections and is uplifted from a state of apathy to the white heat of enthusiasm. Indeed, when inspiring action it will be necessary in difficult cases to employ more or less of each of the four forms of language—narration, description, exposition, and persuasion.

Draw out the customer's objections. Suggestive argument also enters powerfully here. The customer is no longer merely the audience; he is now taking part in the discussion.

The salesman was the speaker in arousing interest and creating desire. Now in the tertiary selling talk, by which in a difficult case he is angling for the psychological moment, the customer himself is taking part in the discussion. He will raise objections. He will ask all manner of critical questions. These must be met.

It is here that the salesman must apply part of the previously made analysis on objections and queries of the customer. To have plenty of those arrows not only in readiness but also well polished will now be found most advantageous. Here also it will be necessary to draw on the stock of arrows not already used in capturing attention, interest, appreciation, and desire.

The law of non-resistance. In answering the objections of the customer the law of non-resistance should be followed.

It is taken for granted that the salesman has made a thorough analysis of his goods and of rival goods, not only in themselves but also in relation to the customer, and that analysis has been used in finding the customer, so that the salesman is reasonably certain he can render valuable Service to the person or firm he is selling.

That being the case, there can be no valid objection on the part of the customer to taking favorable action. In other words, his objections are the result of unsound judgment on his part.

It will be found from Lesson Four that there are four kinds of unsound judgments, namely:

1. Mistaken judgments, owing to misinformation.
2. Hasty judgments, owing to insufficient information.
3. Prejudiced judgments, owing to unconsidered information.
4. Illogical judgments, owing to unsound reasoning.

All these are negative states of mind on the part of the customer, and the salesman is to make them positive.

It has already been learned, in the lessons devoted to man building, that the way to drive out a nega-

tive is not to fight or resist it, but to develop its corresponding positive. In other words, the negative must be forgotten and the whole attention turned to the development and cultivation of the positive.

The same law holds true in overcoming the negatives in others. Do not resist; do not fight; do not argue; do not deny. Agree with the customer apparently. Tell him that he is right from his point of view. He is, but his point of view is wrong. It is the salesman's business to show him that it is wrong, but this must be begun by letting the customer's opposition spend itself by having nothing to push against.

When the salesman resists and argues, he only increases the customer's resistance.

The salesman may beat the customer in the argument—he probably will—but if so, the customer will only be made resentful.

So the salesman should heartily agree with him—from his point of view. Carry his objections even a little farther than he does, if it can be done tactfully. That may show him the absurdity of them. At any rate, it will only strengthen the salesman's position when he says, as he always should, something like this: "But let me point out to you this fact." Then go on and bring out the positive side of the picture.

Make this answer to his objection brief, but clear,

and then pass on to something else. The more the talk about that objection of his, the bigger it grows in the customer's mind. Tactfully take it for granted that it has been answered once for all—that it is finally disposed of—and go on with some strong selling point upon which you and the prospect can agree; then get to terminal facilities.

Keep cool, be pleasant, dwell on the positive, don't try to drive; yield every time he pushes, but yield in the direction you want him to go.

To illustrate, suppose you have a big, powerful, aggressive man in your office and want to get him out. Every time you go near him he begins to push you across the floor. Now you might push back, get into a fierce tussle, and finally, possibly, land him just outside the door, after breaking some of the furniture, tearing the rug, rousing the neighborhood, and wearing yourself out; on the other hand, he might put you down and out. But suppose every time he pushed you yielded in the direction of the door. You would soon have him outside, and without "turning a hair."

Don't you see how easy it is?

Thus should you overcome all of the customer's objections. And when you have overcome them, then it is your turn to push, because he is now going in the direction you want him to go.

The final assault. This is the stage for a final

assault. An advance along the whole line must be made. The rearguard of power must be called up, and the keenest weapons used in the charge on all departments of the customer's mind.

The will, with its awareness, sits on the throne, and the other faculties of the mind are its subjects. It is its office to issue commands, and obedience follows. Its monarchy is absolute, not limited. With the aid of the intellect it forms desires. It turns to the faculty of cognition (the intellect) for enlightenment and to the sensibilities for solicitation or incitement as a preparation for its work, and through volition decides and acts. Thus though it is an independent ruler it has ministers of state with which it cannot dispense. Should the intellect withdraw its teachings and the sensibilities become deadened, or volition cease or refuse to operate, the will would be powerless and its kingdom would perish.

Now can be seen what is meant by personifying the intellect and the sensibilities as sentinels or bodyguards, servants or members of the cabinet of volition of the will, which is the ego, the human self.

It is only through them that the power with which the will decides and acts—volition—can be reached. It is through their objective teachings and subjective pleadings that the will, the customer

himself, finally determines to command his volitional faculty to get busy and do business by deciding and acting.

It is also plain what is meant by the homely idiom, "only more so."

The intellect has been duly informed through its work of attention and interest—indeed, some feeling has crept in at the latter stage. The sensibilities have been awakened to the extent of desire. When the salesman has mastered these outworks completely, it will really amount to a victory over the will through allowing its assent to permit the salesman to enter the private office of his volition; and it must be a victory of legitimately influencing the will to accept the valuable service offered, rather than a process of deadening or crushing out.

But until decision and action have really occurred, even though the sentinels of intellect and sensibilities have been gained and carried up to this point, not yet has enough been done. Hence the reasoning powers must be enlightened and satisfied still further by driving home the facts and soundest conclusions until finally the boss, the will, is persuaded to permit the salesman to complete the transaction with his very private general manager, Mr. Volition.

The salesman must excite the customer's imagination.

He must also appeal again with more fervid elo-

quence or winning suggestiveness to the sensibilities of the customer. Thus will be enlisted the sympathies along with the judgment, and this noble alliance will surely carry the day.

In the final assault, and especially in meeting objections, the arrows may take the form of suggestive arguments or even of direct and positive argumentation.

When absolutely necessary to conquer a mental bucking bronco, it will be well to use questions and figures of speech. Indeed, the whole armory of rhetorical weapons may be drawn upon.

The choice and the use of the right material must rest on the salesman's own powers of initiative and his own good sense of the fitness of things. The retail salesman does not need so great a reserve as the other three classes of salesmen, but he needs a reserve just the same.

The third selling talk varied. Like the introduction, the third selling talk must be as varied as the winds that blow. It cannot possibly be the same in any two cases. It depends upon the man, the time, the place, and the circumstances.

The salesman here has ample scope for all his gifts and versatility. He also has the advantage. To make this fact clear a legal parallel may be drawn.

Advantage of the salesman's position. The salesman has come into court with his case thoroughly

prepared. The customer, on the other hand, is likely to be ignorant of the merits of the case. The trial, therefore, should be a one-sided action, which means that the salesman should win the verdict simply because of his thorough preparation.

It will now be a help to suppose the salesman an attorney fully prepared, while the customer is the attorney for the other side who has come into court without adequate study of his case or perhaps with no study at all. The salesman is likewise understood to have right on his side, and under all these favoring conditions he must surely win.

Just imagine for a moment that he is the defendant; the salesman is attorney for the plaintiff and he is trying his own case—acting as his own attorney.

Stretch the imagination a little further. Separate the sum total of his intellect, sensibilities, and volition—in other words, himself as human will—from his bodily self and make it the judge; then go at it to win the case.

The salesman has stated the case in the description—the first selling talk. He has elaborated on this and made his plea in the secondary selling talk. While the salesman was doing so the customer has kept still unless it was to enter an objection from time to time, and now the salesman must expect, in fact he wishes, the customer to do some talking.

The judge has not put the case out of court, or taken it away from the jury. He has not thrown it out. Neither has he decided in the plaintiff's favor by recording the intention to buy. Hence the plaintiff must let the defendant make his plea, so that the plaintiff may be able to put in his rebuttal arguments. How foolish a lawyer would be to state his case, plead his evidence and then by retiring admit defeat because the other side seemed to put up a good argument!

Drawing out the customer. The salesman wants the customer to talk now. The most difficult customer to deal with, indeed, is the one who persists in keeping still when the salesman seeks to draw him out, who does nothing but look wise and sphinx-like, and hence gives no clue to his objections or hindrances in regard to the proposition.

So in the third selling talk one of the important requirements is to draw out the customer. It is only by doing so that the trouble hindering the sale can be located.

It has already been pointed out that this third talk differs from the two preceding in that it varies in every case. Like the introduction, it must be made to order and made to fit the individual man. The third selling talk which would suit Mr. A. would probably be a rank misfit with Mr. B.

Save up the good points. The need at this stage for versatility is evident since so many of the best

points of the third talk must be spontaneous. They will come to the skillful salesman on the spur of the moment.

But these inspirational thoughts should not be allowed to vanish entirely. The time will come when the same idea may fit into the third canvass with another customer.

The progressive solicitor will make mental note of a thought which he has proved to be effective. When at leisure he can write it down and will esteem it as a new mental arrow, in the rough though it may be. He will place it as a valuable item in his storehouse of ammunition. Next he will polish it until it shines and so sharpen it that its edges will cut through the toughest kind of objections. In the course of a few weeks the observant solicitor will have a goodly collection of these special arrows of thought and expression.

About chunks. This third selling talk has often been explained, while instructing salesmen, by referring to it as a something "cut up into chunks."

While the first and secondary selling talks are in the nature of connected discourses, the third is made up of individual pieces. These pieces, as we have seen, consist of answers to objections, illustrations, thought and word pictures, realistic and suggestive arguments, and, if necessary, suitable bits of imitation, acting, narration, description, and exposition—anything and everything within the

bounds of truth that may serve to kindle desire to a brighter flame and help the wavering volition to arrive at the decision sought for.

It is the citadel of Decision that we are after now. The cause is just and it must prevail.

Another military figure. In difficult cases, the first selling talk may be likened to the opening skirmish of an attacking force. The commander wishes naturally to rout the enemy by that first skirmish, if he can, and as it is the onset it should be a "star performance" and be carried out fearlessly by the troops engaged in it.

The secondary selling talk may be likened to the more weighty advance of the infantry, while the third canvass is the final charge of the combined forces of infantry, artillery, and cavalry. Its individual "pieces" are your reserve forces, powerful for victory when rightly directed.

Let us remember the great lesson taught in that historic action at Waterloo. It was the advent of the reserve forces for Wellington and the delay of those for Napoleon that won the battle for the Allies and lost it for the French. Blucher was there; Grouchy was late; Napoleon's reserve was missing at the crucial moment. Had it been otherwise with either general the map of Europe would probably be different to-day.

Moral: It pays to have a strong reserve.

The author in his personal experience as a solic-

itor has often found it a source of strength to imagine himself a commander in charge of numerous men. In difficult sales it made him braver to feel that he was not alone. He realized that it was largely a battle of brains, a clash of mental forces.

At such times he would personify the arguments, illustration, and other forms of persuasion reserved for his third selling talk, giving to each the rank of an individual soldier. He would suppose that each had but one shot to fire and, this being the case, he must certainly aim well. Of course he could not use all in any one transaction, but he would mentally select those he needed, one at a time, and call them to his aid.

An educational figure. Again, he would mentally impersonate the master of a school, regarding the several weapons of his third selling talk as so many teachers under his direction. Each was a specialist in his line; each was the crystallization of a given idea. True, he was obliged to be spokesman for all, but it helped him to feel he had this array of specialists at his bidding, strengthening him in those qualities of courage, confidence, and absolute conviction so powerful for success.

He had an imaginary man to answer each possible objection or argument against the purchase, and he saw to it that every man had his answer ready, framed in the best language for meeting the case.

He had other imaginary men who were adepts in illustration or good story-tellers, others who could make arguments on behalf of a purchase, others still who were clever in positive suggestion for the name on the dotted line, and so on in every department that could help his purpose—which, of course, was to fan desire up to the psychological moment and so bring about resolve to buy.

Success won only by hard work. No salesman could train such reserves of imaginary assistants and then do all the work for them without constant application. It means hard work and plenty of it; but nothing of value is gained without in some way paying the price for it.

The price of great success for the specialty salesman, to whom these later instructions more especially apply, is hard, unrelenting work in perfecting himself in the science of salesmanship and its practical application.

He must make himself, in short, a conquering force. The result, when this is done, will amply warrant the price it has cost him.

His reward is not alone in the money he can earn and save, if he will, through mastery of the art of securing progressively profitable patronage, but in that wealth of personality, character, and health and that high discernment of human nature, that mastery of practical logic and rhetoric and withal

that victorious confidence which must win him success, popularity, and happiness wherever he may go and whatever vocation he may undertake.

And please remember always the advice here given must be viewed in conjunction with the teaching of previous lessons. Together they make one harmonious system. Such steadfast persistency as is here advised can be exercised only in a right cause—in rendering true Service.

Power of a right cause. Righteousness is but a euphonious term for rightness. It is taken for granted that each student has chosen a selling article which will serve the purchaser well.

The salesman must know that—he must feel it—and then he can go forth to battle clad in that strong armour of right(eous)ness, which enables him to persist and insist with an energy that is almost irresistible.

His persistence is encouraged by the fact that thousands of people regret afterwards that they did not buy some article which has been offered and refused.

People get into the habit of saying “I can’t afford it” and, if the salesman is not competent, thus decline to buy what it is for their best interest to have—that which will render them valuable Service.

Valuable services rendered by salesmen. The honest, upright salesman who is handling a worthy

product or represents an honorable proposition is doing a noble work.

Thousands of widows and fatherless children must to-day thank the persistency of some capable insurance salesman for the home and subsistence they enjoy, now that the husband and breadwinner has passed across the Great Divide. How much insurance would be taken out any year if the companies had no solicitors? Some, it is true, but thousands of families that are now living in comfort would be absolutely dependent were it not for the persistence of the agent who urged on the head of the house his duty to wife and children and stuck to it until they were protected by a policy.

And so it is in all walks of legitimate selling. Labor-saving and time-saving inventions and devices do their duty in countless places where they might never be seen were it not for the ubiquitous salesman.

Homes are refined, hearts gladdened, and intellects quickened throughout the world by the dissemination of art, music, and literature, due to the efforts of the busy solicitor. His field is a boundless one and, in the light of what good he is doing—the high Service he renders—his stoutest persistence is his greatest merit.

Lands are opened for settlement and homes made possible through the work of the land promoter.

Inventions are developed which bring pleasure and profit to thousands of purchasers. Factories and various concerns giving employment to hosts of people are brought into existence through the work of the promoter and his skill in the art of persuasion.

Merchants find "good sellers" and increase their profits, often perhaps escaping failure, by purchases made from the persistent commercial traveler. And similar results in homes and in personal comforts are due to the tactful work of good retail salesmen.

Taken all around, let us vote ourselves, as salespeople, royal good fellows in the best sense of that term, even though engaged in a business which was once looked down upon and shunned. But this is no longer the case. We belong to the greatest profession in the world, and the world is fast coming so to recognize it.

A few cautions. This matter of persistent and insistent effort should not be misunderstood.

The salesman who does not exercise good judgment, equity, and love—desire to serve—in this business is not worthy of the laurels it is capable of bringing. He who would use his cultivated powers of persuasion wholly as a means of furthering selfish aims, regardless of the rights or interests of others, cannot gain the lofty heights of success.

When the salesman is advised to fortify his mind against the influence of a customer's adverse sug-

gestions, and not to listen to his tales of woe, but to batter down every argument that hinders the sale, it is taken for granted that through previous counsels and instructions the student is an accurate judge of character as well as a just man and hence will not abuse the powers he possesses.

As a matter of fact, unselfish advice to customers pays big dividends. Unselfishness is one of the strongest marks of a good salesman.

The commercial traveler who would knowingly overload a customer with a given line, or the insurance man who would counsel his client to take more insurance than he could carry, makes a mistake that will bring its penalty in future loss of business; and the like is true in other fields.

Give customer the benefit of the doubt. Thousands will plead poverty and say they "cannot afford it" who are by no means serious in the statement. Thousands will tell the salesman pertly that they want "nothing in his line to-day," when they really don't know whether they do or not. How can they tell whether or not they can be served until they hear the entire proposition?

Such statements by prospective customers are in most cases only a "put-off." Many salesmen erroneously think they are serious when it is mere force of habit that prompts their statement.

Good judgment is required to know where to draw the line, whom to believe and whom to doubt;

but the mastery of this lesson course will be a safe guide to the salesman, who need not make many mistakes if he is honest with himself and sincere in his desire to serve.

"To thine own self be true,
And it must follow, as the night the day,
Thou canst not then be false to any man."

Salesmanship not combative; use law of non-resistance. Again, it is hoped that the use of military figures will not lead any one to think that combative methods in the work of salesmanship are advised or approved.

Study all the counsels in this lesson connectedly and it will be seen that the law of non-resistance is fully upheld.

Very many sales are made through gracious and willing surrender on the part of the customer. We should never truly liken even our hardest sale to a "battle," except that it is really a conflict of mental forces in which we strive to dominate a human will. Even in such battles the weapons are ever those of peace and love, tact and persuasion.

And the action of the volition of the patron, impelled by the scientific business-building salesman, is always the result of truthful suggestions and instructions concerning the proposition under discussion, which have reached the volition through an enlightened intellect and justly persuaded emotions with the full consent of the one persuaded.

View the introduction and the three selling talks as one. The introduction and the three selling talks are all one as far as the customer knows, and the salesman should look upon them all as one in reality.

Yes, all are one, with at least two pauses before the third selling talk is reached. After reaching this third division of the one selling talk, the pauses are frequent.

Viewing the three talks as one, the two pauses before arriving at the third division of the one talk, if the customer compels the salesman to travel as far as that, are the two opportunities which have been given the customer to buy—the two terminal facilities—the first one at the end of the first division of the one big selling talk, and the other at the end of the second division, or secondary selling talk.

Let it be borne in mind that the three selling talks are in reality all one, but that this one is capable of being separated into parts for convenience and enhanced efficiency; it will help to make this instruction practicable in every way. Add to this the fact that the business-building salesman not only has the license, but is expected to pause and get down to business any time he detects the presence of the psychological moment, and he will come through all right.

Just because the doctor has much medicine in his case is no reason why he should use it all on any one patient. If he did he would surely kill instead of cure. Neither does it follow that he must needs administer all the medicine which he will eventually give the patient, on the occasion of any one call. His patient may require several visits.

It would be an unwise and unscientific doctor, however, who did not have at his command at least a well-stocked medicine case.

Temperamental Types as Related to the Three Selling Talks

Study the lesson on Character Analysis with care—act accordingly—use judgment. If talking to a man of the electric-acid-mental-motor type, the salesman might bore him and spoil the sale if it was attempted to give more than the first selling talk on the salesman's first call.

The chances are, in fact, that the salesman will close a man of this type on the first selling talk if he can be closed at all—at least, with that and a few closing arguments and suggestions which might be added right after the terminal facilities.

If the salesman has succeeded in getting favorable attention, however, and has used tact, he may be able to switch to, or rather go right on to, the second division of the exposition, the secondary selling talk.

The chances are, though, that a man of this type would be impatient.

This same man might receive the salesman kindly on his second visit, provided he made a good get-away and did not bore him on the first call.

On the second call the salesman may be able to give the secondary selling talk—possibly even the third.

On the other hand, if talking to a man of the magnetic-alkali-vital type, the salesman will more than likely be able to give him the complete selling exposition at one call; especially if the call has been arranged for and met as a definite appointment.

He might not be ready to take the subject up in detail the first time, but if the customer grants the time by means of a definite appointment when the salesman may take the subject up with him fully, the chances are at such a time the entire exposition of the proposition could be given him, if it proved necessary to do so. This naturally depends upon circumstances.

The question of applying the principles here taught in each individual case is up to the salesman, but if his judgment of human nature and his general sense of the fitness of things are good he will not go far astray.

Make a magnet. Attention has been called to the fact that in the selling, the buyer and the seller constitute an electro-magnet.

The electro-magnet must have a positive pole and it must have a negative pole.

These terms are not used in the sense of good and bad or strong and weak, but in the same sense as the electrician would use them. Two positive poles will repel each other. Two negative poles will repel each other. It takes one positive and one negative pole to generate a current.

To some people the salesman will naturally be positive. To others he will be negative. To some of those to whom he is the negative pole he will, or may become, positive before the close of the interview, but the transition if it is made must be gradual.

Some would-be salesmen falsely imagine that in order to make sales they must be the positive pole of the magnet in each instance.

This is not true.

It is much to be preferred to have the other fellow think and feel that he has bought something than to think and feel that the salesman has sold him something.

If he is a type naturally more positive than the salesman's such a thing should not be thought of as trying to drive him. It may not even be well to seek to lead him. Let him lead the salesman willingly, if he will only lead him over to the order blank and sign it.

The author has often dealt with such men. They

sometimes interrupt so much it is difficult even to give all the points of a brief first selling talk, but that can be done, even with those electric-acid-mental-motive fellows who simply will take the bit in their teeth and run.

Sometimes it is best to let such a type of customer spill his own mind as completely as possible, while the salesman sits by and listens until the opportune moment arrives for him to say: "That's very interesting, Mr. Blank, and now I know you will find the few points I want to tell you about my proposition interesting too. You will let me state them to you, won't you?"

If he is a gentleman and not too busy he will generally settle back then and give the salesman an opportunity.

With this opportunity it is quite possible to go ahead and finish the entire first selling talk.

If the customer does not buy then, it is quite possible that he will want to talk some more after the first terminal facilities. If so, let him do it. And with "By the way, there is another phase of our proposition in which I know you will be interested," branch into the second selling talk.

The salesman has allowed the customer to expend his energy, and he is now becoming negative while the salesman is warming to the point where he naturally is vibrating at a higher rate than the customer. Then the salesman becomes the positive

pole of the magnet; he the negative. Then the salesman can begin to lead him, and lead him to the signature.

Lead the customer. Don't try to drive people—lead them. Persuasion is the word.

If our horses are out in the barnyard and we want to get them into the stable, it is always easier to lead them in than it is to drive them there. This is especially true if we can catch them and get a halter on them.

In making the sale, put the halter of logic on your customer and then lead him. Don't try to "shoo" him into the sale.

Even if we cannot get the halter on the horses, we notice it is easier to lead them into the barn with a pan of grain for bait than it is to drive them.

Really, the idea of driving is not consistent with the idea of Service. Use the persuasive form of discourse, principally, in this talk. Lead through the law of association of ideas. Lead the mind of the customer on from one point to another, and do it in such an interesting and entertaining way that he is glad to follow the train of thought.

Taking up the slack. Just beyond the terminal-facility point comes an opportunity for the salesman to exercise his power of taking up the slack.

It may have come before that also, if the psychological moment happened before, but it always happens just after the terminal-facility point.

By "taking up the slack" is meant a gentle urging of the will of the customer to act. When that opportunity to buy is given, if the customer does not accept, instead of launching right into the secondary selling talk it is often well to bring forward one or two or more closing arguments right there.

The salesman may feel that desire is almost warm enough to hatch out at the psychological moment quickly, that only a few more points will do this, that the prospective purchaser does not need the secondary selling talk.

If judgment tells the salesman this, he should act upon it and give one or more closing arguments, and then "take up the slack" again. In other words, give the customer another opportunity to buy.

"Taking up the slack" is really giving the customer the opportunity to buy. But don't angle for the order too long at this point. If with a few additional arguments the sale is not made, glide into the second selling talk fully resolved that, by the time the terminal facilities of that have been reached, desire shall be great enough in the other fellow's mind so that the psychological moment will have arrived.

In the meantime keep the physical and mental eyes open for it, and whenever it is seen or sensed, seize it. Take up the slack again, even if it is in the middle of a most interesting second selling talk.

General Counsels

1. As far as the first, second, and third selling talks are concerned, remember that the salesman expects to accomplish the sale, and in many cases will accomplish it, with the first selling talk—the synthetic description.
2. In those cases that are a little more difficult, he expects to accomplish the desired result with the second selling talk.
3. It is only in cases of extreme difficulty that he has use for the third selling talk.
4. The object of thus dividing the whole talk into the four parts: (1) introduction; (2) first selling talk; (3) second selling talk; (4) third selling talk, is three fold: First, to produce effective persuasion; second, to avoid talking too much; and third, to insure talking enough.
5. Do not forget the psychological moment. Be ever on the alert for it. If it is recognized at the beginning, the middle, or at any point in any one of the selling talks, even in the introduction, seize it and “get down to business” at once.
6. Above all things do not talk the customer into a sale and then talk him out of it again.
7. It will be understood that the four divisions of the selling talk are more applicable to

specialty salesmanship than to the other three branches. The commercial traveler, visiting his customers over and over again, could hardly make the same first and second selling talks in regard to staples; nor is it necessary. He can, however, apply the principle to excellent advantage in many special lines more difficult to sell; and the strong reserve gained by careful analysis of everything he handles will always serve him well in such conditions.

8. The retail clerk cannot use the principle of the four selling talks with all his merchandise; but there are many things sold at retail to which he can apply it.
9. The promoter can in many instances apply the principles exactly as laid down.
10. The length of the first, second, or third selling talk varies according to the article or proposition to be sold. It may consist, with a simple article, of but a very few points that can be briefly set forth. The retail salesman who is a master of this science and imbued with its whole spirit will be able to make a first, second, and third selling talk on as common an article as a hat, do it all in five minutes, and yet observe the principles laid down.
11. On the other hand, the specialty salesman or

the promoter may need an hour, two hours, or even longer, to give the three talks.

12. Use common sense and good judgment in the application of these principles.
13. Circumstances may be such that all the talks or a full presentation of the case cannot be made at one interview.
14. "Do it right, right now," if possible; but intensify the energy every time, for genius is only energy intensified.

When this lesson has been learned and practiced long enough to apply readily the principles laid down, the salesman will be prepared to capture a large number of the citadels of volition which he may need to subdue in his business campaign.

Summary

First. The primary selling talk was expected to close the deal, but it did not. We take it for granted that it did arouse interest.

Second. To create desire and bring about action, the salesman has his secondary selling talk.

Third. Desire is defined as "an emotion directed to the attainment or possession of an object from which pleasure, whether sensual, intellectual, or spiritual, is expected; a passion consisting in uneasiness for want of the object toward which it

is directed, and the impulse to attain or possess it; in the widest sense, a state or condition of wishing."

Fourth. The form of language used is expository.

Fifth. There must be no break, sensible to the customer, between the primary and secondary selling talks.

Sixth. There are thirteen rules for the building of the secondary selling talk:

1. Use mainly expository form of language, but mix in narrative and descriptive.
2. Go more into details.
3. Make more use of figures of speech and suggestive arguments.
4. Use greater force and positiveness.
5. Fill in the sketch drawn by the first selling talk.
6. The salesman still holds the floor.
7. Turn aside interruptions and questions as quickly as possible.
8. While giving the first selling talk, you made mental note of what most interested the customer. Dwell on these in the secondary selling talk.
9. The secondary selling talk is given to intensify desire; make it a masterpiece.
10. Use suggestive arguments; use the law of non-resistance.
11. Appeal to the senses.

12. Get the customer to agreeing with you.

13. Reach "terminal facilities"; close.

Seventh. Do your best on each point in the talk.

Eighth. Persevere.

Ninth. Apply truths of terminal facilities of primary talk to secondary.

Tenth. If the customer does not buy at the close of the secondary selling talk, glide into the tertiary without showing that there is a break.

Eleventh. The function of the tertiary talk is to close the deal—to bring about favorable action.

Twelfth. There are but seven steps in completed volition.

1. The starting-point is sensation in the psychological sense of that term.
2. A feeling of desire.
3. Thought, resulting in a reason or reasons.
4. A motive, made up of both feeling and reason.
5. A decision of what to do, and how to do it.
6. The action, doing, or performance.
7. Repetition of the action, when habit is formed.

Thirteenth. The customer has the power and the right to refuse to allow the salesman to serve him.

Fourteenth. The salesman, however, has the power, to a greater or less extent, to cause him to think as he wants him to. These thoughts will regulate his feelings and consequent action.

Fifteenth. The best way, therefore, to bring about action is to stimulate desire to the highest point of eagerness.

Sixteenth. In accomplishing this, appreciation of values is an important link between interest and desire.

Seventeenth. The moment when desire becomes so strong that volition decides to act has been called the "psychological moment."

Eighteenth. Power to detect the psychological moment when the salesman is to cease talking and close the deal, is one of the greatest essentials to success in selling.

Nineteenth. The real salesman can sense intuitively the psychological moment.

Twentieth. Customers sometimes indicate the psychological moment by a little act of hesitancy, by a nod of the head, by a movement of the body, and in various other ways.

Twenty-first. In bringing about the psychological moment, the salesman has four weapons:

1. His impressive personality as a result of thorough self-training.
2. His ability to read and analyze human nature.
3. A thorough knowledge of his goods based on careful analysis.
4. The capacity to present his selling talk with clearness and force and persuasive rhetoric.

Twenty-second. In the tertiary selling talk the customer's objections must be drawn out and answered.

Twenty-third. These objections must be dealt with according to the law of non-resistance.

Twenty-fourth. The salesman is now ready for his final assault, by calling up all his reserves, by appealing to the imagination and to the sensibilities by the use of suggestion or even direct and positive arguments.

Twenty-fifth. The tertiary selling talk will be varied to meet conditions.

Twenty-sixth. The salesman has the advantage because he is prepared in advance, while the customer comes into court, as it were, with his case unprepared.

Twenty-seventh. Save up the good points to use as "chunks" on the fire of desire.

Twenty-eighth. The cause is righteous, since there is a true desire to serve the customer, which gives great power.

Twenty-ninth. Salesmen do render most valuable Service even to those who at first do not desire it.

Thirtieth. View the introduction, primary selling talk, secondary selling talk, and tertiary selling talk as one talk.

Thirty-first. Use knowledge of types and temperaments in adapting the four selling talks to customers.

Thirty-second. The buyer and seller should constitute an electro-magnet.

✕ **Thirty-third.** Lead the customer; don't try to drive him.

Thirty-fourth. If, after terminal facilities have been reached, the customer does not act favorably, take up the slack by a gentle urging of the will of the customer to act.

Thirty-fifth. Obey the fourteen "general counsels" given at the close of this lesson.

We have now considered the principle of Service, the four primary laws relative to it, and many tributary laws related to the four primary laws.

We have considered them and studied them. This is necessarily true of every student who arrives at this stage of the educational journey. But one who has mastered the Science, who has finished a consideration or an earnest study of the subject of natural law in the business world—the world of human activity—realizes with a keen sense of pleasure that his study has but just begun.

It is indeed a life study, and to the awakened mind a most delightful one.

TEST QUESTIONS

1. What is the function of the second selling talk, and in what way does it differ from the first talk?
2. Give thirteen rules for the second selling talk.
3. Give an example of non-resistance in selling.
4. What is meant by the "psychological moment?" How is it indicated, and what course is to be taken when this point in the selling talk is reached?
5. State two common objections of prospects, and give suitable answers.
6. What is the function of the third selling talk, and how does it differ from the second?
7. Why can the third selling talk not be memorized as a whole?
8. What advantage of position in relation to the prospect has the salesman in presenting his proposition?
9. How should the three selling talks be viewed, and why?
10. Write an article of not less than five hundred nor more than two thousand words on that phase of the Science of Business which appeals most strongly to you; and show how you have applied or can apply the principle of Service in your work.

A BRIEF REVIEW

LESSONS ONE AND TWO

The Science of Business is The Philosophy of Successful Human Activity which functions in Business Building or Constructive Salesmanship. The object of this science is to assist men and women to become masters in their chosen line of work or in any vocation they may adopt.

Success is the progressive realization of a worthy ideal. The number who truly succeed is comparatively small.

Failure is due to lack of development of brain-power and bodily power. The cause of failure is inefficiency. The efficiency of an institution depends upon that of the individuals. All reform must begin with the individual.

Efficiency—the doing of the right thing in the right way and at the right time. The efficient man is the one who obtains the maximum of results with the least expenditure of time, effort and money. Efficiency is to be gained by education and practice, that is, through science and art, when actuated by the right spirit—the spirit of service.

Science is organized facts. It is that classified

body of knowledge which answers the questions how, why, when and where.

The Science of Business includes four branches of knowledge:

First. Man-Building.

Second. Human Nature.

Third. Applied Logic.

Fourth. Psychology.

This Science has been evolved from a study of the laws and principles related to and governing the art of distribution.

Art is skillful doing, efficient performance. Art in business—in producing, buying, conserving and selling—is assisted by science, but is only to be attained through practice. Hence it is necessary to apply the knowledge gained by experience and by study.

Definition. The Science of Business-Building or Constructive Salesmanship is organized facts underlying the art of securing progressively profitable patronage conditioned upon the principle of Service.

In all human relationships there are:

Four basic factors;

Four primary laws;

Many tributary laws;

One fundamental principle.

These are all facts—natural truths. The one principle, the four primary laws, and the many tributary laws are all related to the four basic factors.

The four basic factors are:

The Party of the first part;

The Party of the second part;

The Thing or Proposition concerning which the parties communicate;

The Agreement, contract or meeting of the minds.

In the direct work of Salesmanship these four factors are:

The Salesman;

The Customer;

The Goods;

The Sale.

The four primary laws related to the one principle are:

Primary Law No. 1

The power of the individual to render permanently satisfactory service increases in direct proportion to the development of the constructive capacities, faculties, qualities and powers of the intellect, sensibilities, body and will.

Primary Law No. 2

The power of the individual to render permanently satisfactory service to those with whom he communicates varies directly with his Knowledge of Human Nature.

Primary Law No. 3

The power of the individual to render permanently satisfactory service varies directly with his knowledge of his business.

Primary Law No. 4

The power of the individual to render permanently satisfactory service varies directly with his power to bring about permanent mental agreement with those with whom he communicates.

The Science of Business or the Philosophy of Successful Human Activity is an elaboration of the principle of Service, the four primary laws and the many tributary laws thus far discovered. To this end the Science embraces :

- | | | | | |
|----------------------------------|---|--------------|---|------------------|
| First. Man-Building | { | 1. Mind | { | a. Intellect |
| | | | | b. Sensibilities |
| | | | | c. Volition |
| | { | 2. Body | { | a. Nourishment |
| | | | | b. Use |
| Second. Character Reading | { | Temperaments | | |
| | { | Types | | |

Third. Analysis and Synthesis.

Fourth. Applied Psychology or creating and sustaining Mental Agreement.

The application of the truths of the Science by any individual depend upon :

1. His desire to acquire facts;
2. His capacity to acquire facts;
3. His desire to apply facts;
4. His capability to apply the acquired facts.

Note well. Both the desire and the capacity to acquire and apply facts can be vastly increased. The success of the individual and the success of any institution depend upon the wise application of facts.

The end sought for business success is the securing of progressively profitable patronage. To this end the wise application of facts is conditioned upon the principle of Service. (For full analysis of a sale of merchandise, see Lesson Two, pages 8 to 21.)

The mental law of sale by which patronage is acquired and secured is: **Favorable attention properly secured ripens into interest; interest properly sustained arouses appreciation of value; appreciation leads to desire; desire properly intensified is followed by decision and action; and with confidence inspired, the result is satisfaction.**

The eight essential elements for acquiring and securing patronage are: Attention, interest, appreciation, desire, decision, action, confidence, satisfaction. When these are present patronage may be secured, made permanent and progressively profitable.

Profit—from *proficio*—a making in advance or in

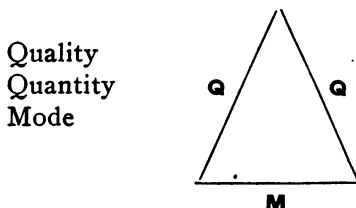
favor of. It is only in service that there can be Profit. The so-called profit in exchange—if there is any—is acquisition. Profit is only and solely the reward of human labor or service directed to a beneficial end. In all mercantile transactions that a profit may be realized there must be value in the goods. The goods must be sold at a sufficient price. The gain or acquisition must be saved. The excess must be wisely used. Patronage must be made permanent that it may become progressively profitable.

Money. The medium of exchange and the measure of value is a necessity. Money is an evidence of debt. It is the power to command the labor or service of others. There are several ways of obtaining money but only one commendable way—that is to earn it.

Standards of trade. False standards of trade that formerly ruled and still obtain to a degree in the commercial world were and are due to ignorance. With the growth and spread of intelligence comes wisdom, and wisdom begets higher and better standards of trade. Wisdom proclaims that the securing of patronage so that it will be progressively profitable is conditioned upon the principle of Service.

Service. Service means help, benefit, use, conduct tending to the welfare or advantage of another.

The principle of Service contains three elements; they are:



Modes of conduct may be constructive or destructive. (See Lesson Two, for examples, pages 72 to 85.)

Service is to Reward what Fire is to Heat. No fire, no heat; much fire, much heat; no service, no reward; little service, little reward; great service, great reward.

The principle of service. *The power of the individual to secure progressively profitable patronage varies directly with his power to render permanently satisfactory service.*

In order to apply the principle of Service so as to gain the greatest measure of success the individual must obey and act the four basic laws and the many tributary laws related to the principle.

LESSON THREE

AREA SCIENCE

The first primary law means that to become a master business builder, a securer of progressively profitable patronage, the man must develop to a maximum all of his constructive powers of intellect, sensibilities, body and will.

All power employed in business is (1) Man-power; (2) Money-power; (3) Mechanical-power.

Man-power is of four kinds—(1) intellectual; (2) emotive; (3) physical; (4) volitional. These four kinds of power are derived from (1) the intellect; (2) the sensibilities; (3) the body; (4) the will.

The great problem for every man is to increase these powers in due proportion. The salesman must use his intellect in order to know himself, his business, his fellow men and to bring about mental agreement; and to do this in such a way as to inspire confidence and give satisfaction. The constructive sensibilities must be developed that the moral character may be perfected and the mode of conduct be always as near right as possible. The body must be cared for and trained that the intellect may grow strong, the sensibilities nourished, and the will have a proper vehicle for the execution of its commands.

Health. Health is due to the harmony of the four parts of the man. From Health results Endurance.

Area. The measure of the extent of a man's capacity is his AREA.

Your AREA is what you ARE.

What you are is your Ability, Reliability, Endurance, and Action.

Man's problem is fourfold:

1. The development of his Intellect.
2. The development of his Sensibilities.
3. The development of his Body.
4. The development of his Volition.

First. The development of the intellect increases Ability. Ability begets discrimination. Discrimination enables one to see what is most useful to be done.

Second. The development of the sensibilities increases Reliability. Reliability begets ethical conduct. Ethical conduct is the essential basis for all permanent relationships in life.

Third. The development of the body increases Endurance. Endurance is a requisite of thoroughness or accuracy—a necessary ingredient of efficiency.

Fourth. The development of the volition enlarges the power of action. Action begets rapidity or speed—another essential of efficiency.

The efficient man exhibits (1) wise discrimination; (2) ethical conduct; (3) accuracy or thoroughness; (4) rapidity or speed.

Wise discrimination increases the quality of work and the quality of the man's usefulness.

Ethical conduct is correct Mode and potently influences both Quality and Quantity.

Speed or rapidity governs Quantity.

From the intellect is educed the power to knowA

From the sensibilities is educed the power to feelR

From the body is educed the capacity for sustained effortE

From the volition comes the capacity to act..A

The units of man-power are capacities, faculties, qualities, powers.

Capacity is comprehensiveness. It is the possibility of being and doing. Capacity is a prerequisite for doing.

Faculty is a natural capability or an acquired aptitude.

A Quality is a distinguishing property.

Qualities are of two kinds:

1. Those that are essential.
2. Those that are non-essential to the existence of the thing.

Qualities are the determining attributes of man's being. Qualities are either constructive or destructive. Qualities determine man's Mode of conduct.

Powers are faculties; but the word "powers" in this science is used with special reference to the

volition. Volitional powers are either innate or acquired. The innate volitional powers are decision and action. The acquired volitional powers are self-control, persistence, patience, speed, and so on.

Man's power to render satisfactory service increases with the development of his constructive capacities, faculties, qualities and powers of intellect, sensibilities, body and will.

Construction—building up or together, gathering.

Destruction—building from or apart, scattering.

Development is an unfolding. Nature unaided fails. Nature sows the seeds. Man conforming to Nature's plan nourishes and develops them. Correct nourishment and correct use = Education. Education is of the body and of the mind. Cn + Cu of body and mind = Development. The road to development is a mountain trail, steep and rugged. Its name is Education. The road of easy travel, down-grade, well paved and brightly lighted, is Temporary Pleasure.

The application of the foregoing facts is found in the Efficiency Formula.

First. The efficiency value of the man varies inversely with the amount of supervision his work needs. The test is how much supervision is needed. (See the examples of bookkeepers and grocers, pages 72 to 82, Lesson Two.)

Second. The supervision which one's work needs

varies directly with the errors present. Direction differs from supervision and is necessary and advantageous in creative work, in forming plans and policies, and bringing them to fruition. Errors are the cause of needed supervision. Errors are intentional or unintentional. Errors are those of omission and those of commission.

Third. The number of errors present in the work of any individual varies directly with his destructive capacities, faculties, qualities and powers. Destructive qualities scatter man's service-rendering power. Destructive qualities are responsible for all errors. Errors can be reduced and service-rendering power increased with a consequent gain in efficiency value and reward. How?

Fourth. Destructive qualities reduce in proportion to the development of their corresponding constructive qualities. The law of duality or of opposites runs through Nature and is found in man as the law of opposite qualities. The destructive qualities decrease and tend to disappear in direct proportion to the increase of their corresponding constructives, hence:

To reduce **forgetfulness** increase **memory**.

To reduce **apathy** increase **ambition**.

To reduce **fear** increase **courage**.

To reduce **doubt** increase **faith**.

To reduce **gloominess** increase **hope**.

To reduce **indifference** increase **earnestness**.

To reduce **indirection** increase integrity.

To reduce **subterfuge** increase honor.

To reduce **injustice** increase justice.

To reduce **penuriousness** increase generosity.

To reduce **harshness** increase kindness.

To reduce **detraction, evil-speaking, lying and slandering**, increase loyalty.

To reduce **inaccuracy** increase accuracy.

To reduce **superficiality** increase thoroughness.

All constructive qualities develop in direct proportion to their correct nourishment and use. The only way to reduce a destructive quality is to develop the opposite constructive. This is done by supplying the right food and the proper use.

The Area of the man increases in direct proportion to the development of his constructive attributes of intellect, sensibilities, body and will.

The Success of the individual increases in direct proportion to the development of his Area. Success is the progressive realization of a legitimate and worthy ideal. Success comes as the direct result of the application of constructive man-power to the problem of securing progressively profitable patronage.

Ability of the head, Reliability of the heart, Endurance of the body, Action of the will, with their natural results—discrimination, ethics, accuracy and speed—regulate quality, quantity and mode of conduct, function in service and cause the secur-

ing of the patronage which becomes progressively profitable.

The formula. See page 86, Lesson Three.
Success is increased by increasing Area.

LESSON FOUR

ABILITY DEVELOPMENT

Tributary Law

The power of the individual to render permanently satisfactory service varies directly with his ability (intellectual capacity). The intellectual or cognitive powers are three in number, namely, to think, to remember and to imagine.

Ability is the power to think clearly, remember accurately and imagine constructively.

The first factor in thinking is consciousness. The second factor is an object of thought, external or internal. The third factor is vibration. The fourth factor is perception. The fifth factor is sensation. The translation of vibrations into perceived sensations is one of the mysteries of mind.

Mental images. The first stage in thinking is the perception of sensations.

The second stage is the perception of an image.

The third stage in thinking is the forming of concepts.

The fourth stage in thinking is the perception of agreement or disagreement of an image and a concept, or of two or more concepts—the Idea. The Idea is the simplest form of a complete thought. The idea is a thought of the first degree.

The fifth stage in thinking is a perception of agreement or disagreement of ideas—the Judgment.

Judgments are either sound or unsound, valid or invalid. There are four kinds of unsound judgments: (1) mistaken; (2) hasty; (3) prejudiced; and (4) illogical judgments. The power to reason soundly and to form valid judgments is the great reducer of errors, with the consequent need of supervision; and is therefore the increaser of efficiency value (EV). The successful merchants, lawyers, doctors, organizers and builders of business are men who have been able to reason soundly and form valid judgments, e. g., Hill, Stewart, Field, Wanamaker, Gary, Schwab.

The sixth stage in thinking is the perceiving of a common relationship between many sound judgments—a Law.

Example of a Law

The Power to give Satisfaction varies directly with the Efficiency of the Individual.

The seventh stage in thinking is the perception of a principle. A principle is the source of the

laws which are related to it—the cause of the laws derived from it.

Reasoning. There are three steps in reasoning: (1) perceiving sound judgments; (2) perceiving laws; (3) perceiving principles.

Limit of thought. The mind that has attained the power to perceive principles can go no further; it has reached the limit of thinking. The ability to perceive judgments, laws and principles rests upon the will to perceive impelled by the desire for knowledge.

Memory. Memory is the storehouse of consciousness. A good memory is of great value to the business building salesman. Memory can be cultivated. Seven steps in the cultivation and training of memory:

1. The desire to remember.
2. The habit of observation.
3. The habit of attention.
4. The habit of concentration.
5. The habit of repetition.
6. The habit of frequent recall.
7. Obedience to the law of association.

Five forms of association.

1. Correspondence or similarity.
2. Contrast or dissimilarity.
3. Contents or whole and parts.
4. Cause and effect or antecedent and consequent.

5. Contiguity or nearness in time or of place.

Association of ideas is either immediate or mediate.

Constructive imagination. The power to imagine constructively is the power to combine images or concepts into new images or concepts and out of the combination of concepts to educe new ideas. All progress, all inventions, all creations of head and hand are due to this highest faculty of the intellect. (**Practice.** Make lists of concepts pertaining to the business; join the concepts in all possible combinations; try out the combinations in the workshop of experience.)

Use of, in man-building. The constructive imagination plays a most important part in man-building. We tend to become what we imagine ourselves to be. We naturally follow our own mental creations. Constructive imagination builds and maintains the health of the body and the mind. Negative or destructive imagination undermines and tends to destroy health and lessens endurance. That the imagination may not become vain vapor-ing, idle dreaming, or progressively destructive of right thinking it must be always controlled by sound judgment.

Application of this lesson. The application of all of this lesson lies right here: The developed faculties of thinking, remembering and imagining must be daily, hourly, momentarily converted into actual

usefulness in the problems of every-day life. With a sound body and perfectly healthy brains, with real hunger for knowledge, and a vigorous power of volition, the man must give out what he has received. The more he uses his faculties the more power he gains. The more he gives, the more he gets.

LESSON FIVE

RELIABILITY DEVELOPMENT

Tributary Law

The power of the individual to render permanently satisfactory service varies directly with his reliability.

The English equivalent for reliability is trustworthiness.

Reliability or trustworthiness is an essential element of the kind of man power which applied results in securing progressively profitable patronage.

The unreliable man cannot inspire confidence.

The unreliable man may get money; but he cannot hold the respect of his fellow men; and respect of one's fellow men is an essential of true success.

Reliability is moral healthfulness. It is the hale, whole, sound condition of intellect, sensibilities, body and will.

Reliability results from the health of the sensi-

bilities. It is built up from the growth of the constructive sensibilities.

Unreliability is moral disease. It results from the presence of destructive sensibilities.

The cure of the moral disease of unreliability is by the development of the constructive sensibilities.

There are degrees of reliability.

Few men rate one hundred per cent.

The source of reliability is the constructive feelings, such as ambition, hope, faith, earnestness, sincerity, courage, justice, loyalty, courtesy, temperance, kindness, love.

The source of unreliability is in the destructive feelings, such as: self-interest, despair, doubt, indifference, dishonesty, fear, injustice, treachery, discourtesy, indulgence, harshness, hate.

All feelings belong to the realm of the sensibilities and include sensations, desires, sentiments, tastes, appetites, emotions, and passions.

The constructive feelings which are the source of reliability must not be confused with sensations which arise from the stimulation of a nerve end by vibrations from the objective world.

The feelings are states of consciousness.

Constructive feelings produce pleasure.

Destructive feelings produce pain.

Some feelings bring temporary pleasure, but ultimately result in much pain.

The test is neither pleasure nor pain; but are the

feelings—constructive or destructive in tendency—do they make for health and life or for the opposite?

A high degree of material reward cannot be won without reliability. Hence reliability is a commercial asset.

All feelings, both constructive and destructive, are either congenital or acquired.

The congenital feelings are those pertaining to self-defense and self-perpetuation; and those born of inherited temperament.

The instinct to persist manifests in the elemental feeling of hunger. To continue to exist the individual must have food, raiment and shelter.

Uncontrolled desire for food results in artificial appetites—eating and drinking for pleasure and not for life. Result: Loss of health, shortened life, and dissipation of substance.

The natural instinct to perpetuate the species when uncontrolled leads to untold misery—destruction of health of body, intellect, sensibilities and will.

He who does not control the two instincts of self-preservation and self-perpetuation sacrifices permanent happiness to temporary pleasure.

When controlled these two instincts are basic constructives and evolve energy and endurance.

Temperament. Certain feelings are born of temperament.

Self-knowledge begins with an analysis of temperament.

Temperament may be in its tendency either constructive or destructive.

Temperament is an indication of the kind of work the man is designed to do.

Two temperaments. The sanguine temperament shows ardent emotions and activity of mind. When controlled these are thoroughly constructive.

The choleric temperament exhibits well developed muscularity and strong passions. These when controlled are vitally constructive. Uncontrolled, they lead to hatred, jealousy, revenge, and so on.

Feelings such as hatred, jealousy, envy, malice and revenge are so destructive that they actually generate poisons in the human body.

The Sanguine temperament is optimistic.

The Choleric temperament is pessimistic.

To cultivate reliability the tendencies of either temperament must be regulated and disciplined through education.

Congenital tendencies can be disciplined, regulated and controlled by correct nourishment and correct use.

The acquired feelings. The acquired feelings are:

First. Those arising from thinking, remembering and imagining.

Second. Those arising from rational volition.

Third. Those arising from the refinement of the physical, intellectual and volitional powers.

Constructive thoughts. These are nourishment to the sensibilities.

Tributary Law

The reliability of the individual varies directly with the constructive nature of his intellectual content.

Intellectual content begins with sensations. Hence these should be controlled.

Constructive intellectual content consists of true ideas, sound judgments, laws and principles.

Suggestions are given by environment.

Hence make a wise choice of environment.

Suggestions arouse thoughts.

Thought influences feelings.

Feelings influence action.

Repeated action causes habit.

Habits make character.

Character determines reliability.

Environment. Environment consists of persons, things and thoughts.

Nature's products are generally constructive.

Many man-made things are constructive.

The study of constructive products nourishes the intellect, produces constructive feelings and thus builds reliability.

Thoughts are expressed by words, deeds, gestures, signs and symbols.

Destructive thoughts often find expression in destructive dress.

Destructive words, deeds and symbols cause destructive feelings, and disintegrate reliability.

Destructive mental contents should not be recalled nor repeated, thus will they tend to be forgotten.

Mental hunger for constructive mental food accompanies the spirit of service.

What good food is to the body, truth is to the soul.

The moral growth—reliability—of the man increases in direct proportion to his hunger for truth.

This hunger can be cultivated and made to grow.

Feelings from volition. Headwork and handwork can be bought, but loyalty is beyond price.

The finer sensibilities rooted in the heart of the Executive grow in the hearts of the employees.

Mental hunger for truth results in the refinement of human nature; and this develops the spiritual judgment called intuition.

Intuitive power is the Soul's capacity for the direct perception of truth.

Intuitive power is innate, but it can be developed and strengthened through education.

The road to the cultivation of intuitive power is general refinement of mind and body.

Intuitions are spiritual perceptions of truth.

Perceptions of truth through reasoning are sound judgments, laws and principles.

The general refinement of mind and body also develops the aesthetic feelings.

Love and appreciation of the beautiful add greatly to man's happiness.

From the control of the congenital feelings and from the constructive acquired feelings, spring those complex feelings which determine a man's reliability.

Reliability—developed. Reliability is developed and becomes established with the growth of:

1. The spirit of service.
2. The feeling of responsibility.
3. The feeling of courage.
4. The feeling of temperance.
5. The feeling of truthfulness.
6. The feeling of justice.
7. The feeling of love.

The spirit of service. This is the acorn from which grows the sturdy oak tree of reliability.

The spirit of service is manifested in a desire to render service and in a desire to increase the capacity to render service.

Useful knowledge is necessary for the rendering of satisfactory service.

Mental hunger for useful knowledge leads to constructive ambition and the progressive realization of a worthy ideal.

The pursuit of useful knowledge leads to a perception of moral accountability—and this causes a feeling of responsibility.

Responsibility. From the feeling of responsibility to Natural law, to his fellow men and to himself, there springs in man's consciousness a discernment which gives rise to the feeling of faith.

Faith. Faith in Natural law, in humanity, in one's self, and in one's business is the substance of better days hoped for, the evidence of promotions and profitable patronage, not as yet seen.

Faith buttressed with hope leads naturally to a feeling of courage.

Courage. Courage is moral accountability in action.

Faith, hope and courage beget earnestness and the earnest expression of one's faith or certitude of conviction leads to temperance.

Temperance. This means moderation in all things, in eating, in drinking, and in self-gratification.

The effect of temperance is refinement of the body and the mind.

Temperance improves the plasticity and the receptivity of the gray matter of the brain. This refines the intellect, aids the volitional powers and increases faith.

Temperance increases the power of intuition.

Temperance includes moderation in statements

made as well as deeds done. It promotes statements of facts as they are. This leads to truth.

Truth. Truth is a basic element of reliability.

The spirit of service, backed by the feeling of responsibility, sustained by faith, impelled by courage, moderated by temperance and rooted in truth manifests in another emotive element, justice.

Justice. From the feeling of justice flows **honesty**, the builder of confidence and the giver of satisfaction.

Love. Like the Oak, the tree of reliability, which is the veritable tree of life, must have warmth and light and that is rationalized love.

Love is the creative force which begets loyalty.

All of the complex feelings can be cultivated and made to grow and the natural effect of their development is reliability or trustworthiness.

Four laws. The development of the constructive feelings rests upon this principle:

The education of the constructive feelings varies directly with their correct nourishment and correct use.

For the development of any specific feeling:

First. The law of constructive thought:

The first requisite for developing a constructive feeling is right thinking.

Thought food is obtained by observation and

reflection, through conference and from the printed page.

Second. The law of imagination :

When positively used the recalling and combining of mental contents in novel ways is constructive thinking.

Third. The law of exercise :

Right thinking and constructive imagining must be used to insure growth.

Thoughts must be spoken and written. Things must be done.

Fourth. The law of expectant repetition :

Persistent repetition must be accompanied by the belief that development is taking place.

Persistent repetition will cause the law of habit to become operative and this will become cumulative in results if each added impulse is not deadened by doubt and chilled by fear.

Each man must build his own constructive feelings. It cannot be done for him.

The way is made clear.

As the four laws are applied the constructive feelings will grow. As they grow, reliability will be developed.

As reliability develops the power to render permanently satisfactory service is correspondingly increased.

The end sought is the power to render permanently satisfactory service, for this means greater power to secure patronage which shall become progressively profitable; and thereby will be attained and maintained that legitimate and worthy ideal—Success.

LESSON SIX

ENDURANCE

Law

The power of the individual to render permanently satisfactory service varies directly with his powers of endurance.

Definition. Endurance is the power of sustained effort.

Endurance is a natural effect flowing from health.

As here considered, health refers to soundness of the body.

Ignorance of, and violation of the natural laws of physical well being are the cause of lack of health and of shortened life.

Lack of health lessens ability, weakens reliability, takes from the powers of volition and makes impossible sustained effort under stress.

The body is a mechanism which the owner uses for two purposes: (1) receiving from the outside

world; (2) expressing that which has been received.

Man receives but one thing from the outside world—vibrations. Everything else he makes in his conscious and sub-conscious laboratory.

Man is a knowing, feeling, willing entity, using the body to express himself through words, deeds, signs and symbols.

If these are all constructive in their nature, the results are constructive and successful human activity will follow.

In the absence of health, the maximum of receiving and giving capacity cannot be obtained.

The human body should have better care than any other physical possession for it is the only one that cannot be replaced.

Law

The endurance of the individual varies directly with the correct nourishment and correct use of his body.

Law

The endurance of the individual varies directly with the constructive value of his mental processes.

The reason for this is that thought and imagination influence health.

Constructive mentation generates nutritive com-

pounds, stimulates the cells, excites secretion of digestive fluids and thus nourishes the body.

Destructive or negative mentation poisons and gradually destroys the body.

As a man thinks, remembers, imagines, feels and wills, so is he in his physical being.

Good cheer has a direct bearing on longevity.

Fear, anger, despair, envy, jealousy, and hatred are life shorteners.

The longest and largest lives are full of hope, aspiration, pluck, courage, cheer, kindness and loyalty.

Law

Endurance varies directly with the development of correct habits of breathing.

Pure air properly inhaled is essential to life.

Correct breathing depends upon: (1) right quality of air; (2) right quantity of air; (3) the right mode of inhaling and exhaling.

Bad habits of breathing are responsible for many diseases.

The purer the air breathed the greater will be the endurance of the one who breathes it.

Ten injunctions.

1. Refuse to breathe bad air.
2. Get rid of the fear of draughts.
3. Frequently open the windows and the doors.

4. Stay in the open as much as possible.
5. Learn to breathe deeply.
6. Learn to breathe rhythmically.
7. Sit erect and stand erect that you may be able to breathe enough.
8. Never breathe through the mouth.
9. Always breathe through the nostrils.
10. Practice breathing exercises daily.

Law

The endurance of the individual varies directly with the degree of development of his habits of right drinking.

The first essential for living is pure air, the second is pure water.

Drink plenty of water early in the day.

Drink sparingly when eating.

Drink slowly.

The amount of water to be taken daily depends upon the temperature of the air, and the activity of the body.

Drinking of alcoholic liquors is not conducive to the development of endurance.

Be moderate in the use of tea and coffee.

Choose wisely between those habits of drinking which give temporary gratification to the senses and those which produce permanent happiness.

Law

The endurance of the individual varies directly with his habits of correct eating.

If a man eats the right quality and the right quantity of food and his mode of eating is right, his habits of eating are constructive. He will build the body and generate the power of endurance.

All food should be pure and contain elements of real nourishment.

Natural hunger is a good guide to the kind of food needed.

Our bodies are built by the air we breathe, the liquids we drink, and the food we assimilate.

Blood is the river of life.

Wrong quality and quantity of food and wrong mode of eating poison this river at its source.

Most people eat too much.

Most people eat too fast.

Five rules.

1. Wait for hunger's call before eating.
2. Choose the food which appeals to the natural appetite.
3. Masticate thoroughly and hold the food in the mouth until involuntarily swallowed.
4. Enjoy the taste. Allow no depressing feelings to interfere with full enjoyment.
5. Take plenty of time for the meal; and eat slowly.

Law

The endurance of the individual varies directly with his habits of right cleansing.

To cleanse is to make clean.

A clean body within and without is the first step towards a clean mind.

Proper cleansing of the body requires frequent bathing of all parts, brushing of the teeth, and the regular and thorough elimination of all waste.

Bathing not only cleanses the skin but stimulates it to greater activity in the process of elimination of waste matter.

Warm water relaxes the tissues of the body; cold water contracts them.

The proper temperature for the bath depends upon the temperament of the individual.

Brunets can use the warm bath followed by cool shower.

Blonds are generally benefited by the cold morning bath.

The excretions resulting from perspiration should be regularly removed and never allowed to strike in by sudden chilling of the body while clothed.

These excretions are removed by bathing and rubbing.

Perspiration is poisonous; and the more violent the exercise by which it is produced, the more poisonous the perspiration.

Intelligent and diligent care of the teeth is essential to a maximum development of endurance.

The twice-a-day habit of cleansing the teeth will reduce dentists' bills and promote health.

Have the teeth examined by a reliable dentist twice a year.

Don't wait for a worrying pain.

Good teeth are necessary for mastication of the food, for a good breath, and for personal appearance.

The mouth is a mill, the stomach is a chemical laboratory.

Don't try to make the stomach do the grinding.

Good teeth, kept clean, are a big factor in getting favorable attention.

The inside of the body must be kept clean to insure health.

Physic alone will not cleanse the colon of the promiscuous eater.

The colon should be occasionally flushed by the internal bath.

He who obeys the five laws of correct mentation, breathing, drinking, eating and cleansing will have a vigorous, well nourished body.

Law

The endurance of the individual varies directly with his habits of exercise.

Exercise is bodily exertion to the end of physical health.

The exercise or "Use" principle is one of Nature's two essentials for growth.

All modes of exercise are included in work, play and special training.

Few vocations, if any, and few sports call into use all the muscles of the body.

Lack of exercise causes the unused tissues to atrophy.

Those who do office work need special exercise.

Hunger for bodily exercise can be cultivated.

Begin by obeying the rules for correct breathing.

There are many kinds of wholesome play.

All play should be recreative and not merely a good time or a killing of time.

The value of exercise is five fold.

1. Exercise develops the motor areas of the brain.
2. Aids digestion, assimilation of food and distribution of nourishment to the parts exercised.
3. Assists the excretion and elimination of waste material.
4. Begets strength of muscles.
5. Begets symmetry of form.

Four rules for exercise.

1. Exercise without apparatus.
2. Cultivate the desire for exercise.
3. Exercise just enough.
4. Exercise as much as possible in the open air.

Exercises beneficial to one may not be suited to the needs of another.

If in doubt, consult a physician or a physical culture specialist.

Law

The endurance of the individual varies directly with his habits of relaxation and sleep.

Rest requires both relaxation and sleep.

Four rules for relaxing:

1. Lie flat on the back.
2. Let loose every muscle.
3. Direct the thought to each part of the body.
4. Notice where any strain is felt.

Loosen the muscles where the strain is felt by an effort of the will.

Sleep. Sleep is tired nature's sweet restorer.

Whenever the feeling of languor comes it should be yielded to.

Too much sleep is as harmful as too little.

Rules for cultivating sound sleep:

1. Think constructive thoughts. (Lesson IV.)
2. Cultivate the constructive feelings. (Lesson V.)
3. Observe the law of health. (Lesson VI.)
4. Cultivate the power to decide and to act. (Lesson VII.)

5. Prepare for sleep as for any other important function.
6. Never go to bed angry.
7. Forget all cares and worries.
8. Think of sleep and retire with the full belief that you will be refreshed and strengthened by complete repose.
9. Sleep alone.
10. Sleep between clean, well-aired sheets.
11. Be warmly but lightly covered.
12. Never sleep in garments worn during the day.
13. Let the bed hold you, do not try to hold the bed.
14. Relax thoroughly.
15. Use no narcotics to induce sleep.
16. Decide to enjoy a good, sound sleep.
17. Refuse to think of troubles, anxieties or perplexities.

Right thinking leads to right breathing, drinking, eating, cleansing, exercising and resting and the composite result of obedience to the several laws is health—the source of endurance.

Endurance is an essential for quantity of work, a necessary ingredient in quality and a constituent in correct mode of conduct.

Thus is seen the near relationship of endurance development to the principle of service.

To put these laws into practice a daily program should be arranged and conscientiously followed.

The daily program should be as follows:

Begin the day by thinking right.

Get up at once upon awaking.

Go to the window and take the deep breathing exercise.

Drink one or two glasses of water.

Do special bodily exercises for fifteen minutes.

Bathe, rub down, cleanse the teeth and gargle the throat.

Take breakfast, remembering the laws of correct eating.

Attend to the morning duty of elimination.

Begin the day's work.

During the day stop work occasionally and relax for a moment or two.

After the day's work is done forget all about business cares and take some pleasant recreation.

Then sleep right.

The regular pursuit of such a program will enable the man to travel a long distance and be in good condition when he arrives.

The secret of physical well being nestles in the word habit.

Habit formation is a function of volition.

Permanent results are obtained when practices have become habits.

LESSON SEVEN

THE WILL

Law

The service-rendering power of the individual varies directly with his power of volition.

Volition is a state of the will. Immanent volition is a settled state of choice—it is decision. Emanant volition is decision flowing forth in action. Permanent volition is repetition of action.

The three elements of volition are:

1. Choice or decision (immanent).
2. Action (emanant).
3. Repeated action (permanent).

Through the intellect the man receives, through volition he gives. Permanent volition or repetition is the constructive power. It creates new columns of character. Positive emanant volition repeated builds constructive habits. It is not sufficient to decide to live by law. It is not enough to act the law a few times. Repetition must prevail until habit is established. Fixedness of habit varies directly with the repetition of emanant volition.

Everyone has the power of choice. Each is free to choose the road he will take. The wise choice of constructive decisions as to what to do and how

to do it, acting in accordance with the constructive immanent volition, and the keeping right on acting constructively will build the habits which bring rich rewards.

Man's physical organs perform most of their functions without the presence of conscious volition. Many actions which at first require conscious volition and close attention eventually become automatic.

Subconscious actions made automatic by habit are mental, emotive and physical. These may be either constructive or destructive. Their character depends upon the kind of choice, the kind of action, and the kind of repetition by which the habit was formed. Conscious volition applies only to actions in which results are deliberately anticipated.

The seven processes of volition are: (1) sensation; (2) the fruitage of sensation—thought; (3) the favorable attention of thought to the thing under consideration brings about desire; (4) the motive which is the sum of sensation, thought and desire prompts the self to decide. Many motive ideas may be present. One must be selected, decided on, to be followed. This making up of the mind is decision. (5) Decision or the making up of the mind what to do and how to act; (6) the flowing forth in obedience to decision is action; (7) the repetition of the same action in the same way forms a habit.

These seven processes of volition—sensation,

thought, desire, motive, decision, action, repetition—will form either constructive or destructive habits.

There are two diseases of the volitional power:

First, Hyperboulia or the uncontrolled power of decision and action. The evidences of this disease are lack of self-control, fickleness, failure to deliberate, and an abnormal tendency to act without reflection. This is the cause of many errors of commission. It destroys quality of work and correct mode of conduct.

Second, Aboulia. This is the inability to decide what to do and how to do it. It manifests itself in indecision about the most ordinary affairs. Aboulia results in many errors of omission. It causes procrastination, indirection, subterfuge, and many other destructive qualities. It is destructive of right quantity of service and right mode of conduct. Both of these diseases can be cured. Complete cure lies in making the body and mind sound, hale, wholesome. To cure either disease begin by training the power of volition. Begin with little things easily done and practice until action and repeated action result in the establishment of the right habits.

The Will

The practical philosophy of successful human activity is a science of sufficient reasons. It deals with the ego or self in its relations to the intellect, sensibilities, volitional power, and the physical

body now and here. It is a pragmatic philosophy because it is one that can be used in the affairs of daily life. When applied it results in constructive man power which is to be used in securing progressively profitable patronage.

Broadly speaking there are two schools of philosophy—the spiritual and the materialistic. The spiritual school holds that the ego or soul is an entity distinct from physical matter and energy; that this entity is a real being; that this being perceives sensations, feelings, and states of consciousness in relation to itself; that this being owns and controls its physical body, and can decide and act; that the gray matter of the brain is the screen of consciousness, where motion is transmuted into thought and where in turn thought is translated into motion.

The materialistic philosophy teaches: that there is no other world than the physical world wherein man now lives and fights; that the ego or soul has no existence apart from matter; that man in body, thought, sensibilities and will is the product of material agencies and forces; that all mental states and activities can be accounted for by purely material causes; that oscillating material atoms by some unknown process make the whole of nature and result in human consciousness.

The Area philosophy cannot accept the materialistic view for two reasons:

1. Materialism is inconsistent with man's freedom of choice.
2. It is inconsistent with man's responsibility to his fellow men.

The Area philosophy is a practical philosophy having useful action—true service—as its final aim.

The Will. The Will is the independent spiritual entity to which all other human powers are subordinate. The will is the whole mind sensing, imagining, conceiving, ideating, reasoning, remembering, imagining, feeling, deciding and acting. The passive side of the will is knowing and feeling. The active function of the will is volition—decision and action.

Will extends back of choice to the raw material of thought—sensation. No analysis or explanation can reveal its genesis. We simply know that it is. Man does not possess a will. Man is a will. Will is King of the inner world. Will is the reviewer of all human processes and powers.

A man thinks and is aware that he thinks; he remembers and is aware that he remembers; he imagines and is aware that he imagines; he feels and is aware that he feels; he decides and acts and is aware of his decision and action. All of this awareness is a possession of the will. The will reviews all, watches all, governs all, or if delinquent can be trained to do so.

The Great Problem. The problem of problems in

man-building is how to develop a strong will. It is the problem of education—correct nourishment and correct use. There cannot be a maximum of correct nourishment and correct use in the absence of discipline. Discipline is the submission to order and control through systematic training. Self-discipline is the starting point of growth. Without self-discipline the intellect, sensibilities, body and volition become unruly and finally ungovernable destructive forces. Discipline is the self-originating force of all the powers of the will, and without discipline there can be no constructive energy. Self-discipline brings self-control. Self-control is an essential of ethical conduct.

Ethical conduct is essential for correct mode of conduct in service. It is thus evident that self-discipline is an essential for securing permanent relationships.

The capacities, faculties, qualities and powers that must be subjected to discipline are the intellectual, the emotive, the physical and the volitional. The will must control and regulate all classes of powers.

Habit. Repetition is essential for habit formation. Man is the sum total of his habits. Habit is a tendency of the mind to do again what it has done before. Habits are at the beginning weak, but when once formed they are strong and very hard to change. The forming of constructive habits is of

the greatest importance. It is much easier to prevent bad habits than to break them when formed. Bad habits once formed rob the man of his clear sense of right and wrong.

The nervous system. Man's nervous system is threefold. It consists of nerves and their sheaths and nerve centers. The brain and spinal cord form the central system. The cranial and spinal nerves form the external system. A pair of gangliated cords and numerous plexuses form the sympathetic system. Nerve fibers are in pairs. One is the afferent, the other the efferent nerve. The afferent carries impulses to the nerve center. The efferent carries impulses to the muscles. All muscular movements however complex are due to the acquired habits of nerve centers.

Habit is the great fashioner of the nervous system. The source of habit is the afferent portion of the system. The afferent nerves form the sole avenue inward for impulses from the outer world. The afferent impulse always uses its own path and this is the chief source of habit.

The spinal cord is the original nervous system in all vertebrates. The spinal cord is the director and governor of all muscular movements. The working of the spinal cord is purely automatic.

Principle of discipline. The principle of discipline implies a source of authoritative restraint. The principle is illustrated by the working of the me-

dulla oblongata; and is made clear by showing what is meant in physiology by the word "inhibition."

By stimulating with an electric current a certain nerve coming from the medulla to the heart, the heart is made to beat faster. By stimulating similarly another nerve the heart is made to beat more slowly and if sufficiently stimulated this nerve will cause the heart to stop. Now if that nerve be cut the heart bounds away to the most rapid beating. That nerve bridles the heart. It is called the inhibitory or governing nerve because it makes the heart strong through discipline.

The principle of discipline is: "Higher centers as developed acquire new functions and control the action of lower centers."

In the process of development consciousness first appears after the whole mechanism of the spinal cord and the medulla has been completed. With the development of brains comes a great advance in the functions of sensation, of consciousness, and of power of directing movement. Habit, the organizer of special ganglia and spinal functions, is also the organizer of our brains. An entirely new fashioner of nervous matter is the will. The will deals with nervous matter as the potter does with clay. The brute cannot be held responsible for it is simply the creature of the afferent without the true power of choice.

The true power of choice makes man different from all other earthly living things. It is will that gives man sovereignty over the beasts of the field and the fowls of the air and makes him responsible. Power of choice determines what habits the man shall form. The man is the sum of his habits. Train the will. Make it strong. Be sure that the decision of what to do and how to act is constructive. Begin with little things, thus will constructive action become easier with greater things.

Success in carrying out a program for self-discipline will depend largely upon the earnestness of conviction.

LESSON VIII

FINDING THE CUSTOMER

Primary Law No. 2

The power of the individual to render permanently satisfactory Service to Those with whom he communicates varies directly with his Knowledge of Human Nature.

This law involves (1) the opportunity to communicate, and (2) a knowledge of human nature when the opportunity has been afforded.

There is a difference between the desire to serve and the capacity to serve. There is also a wide difference in individuals as to the power to create the opportunity to render service which they desire

and have the capacity to render. It is necessary to find (search out or have brought to one) and to communicate with those to whom the product or service will be useful. It is essential to communicate with many people, to bring the news to crowds. Many specialty salesmen fail to see enough people. Many merchants fail to inform—that is, bring the news to enough people. He who waits for the opportunity to see and communicate with possible patrons will be run down by those seeking the opportunity.

Law

The power to find and get into communication with the customer varies directly with the excellence of the motive actuating the salesman.

In this motive two elements are required and a third is ever present. They are: 1, the spirit of service; 2, sound judgment; 3, the money to be earned. Many failures are due to a magnifying of the third element—the monetary reward.

Service is cause, judgment is guide, monetary reward is effect. Take care of the cause and the effect will necessarily follow.

The spirit of Service and the art of finding the customer are well illustrated by the success of such stores as those of Field and Wanamaker. These

and many other mercantile establishments prosper and grow because actuated by the spirit of Service. The spirit of Service will not permit anything to be sold to a patron that will not be of use to him.

The mere money maker or business getter as distinguished from the constructive salesman does not regard the question of benefit to the patron. He whose motive is money getting irrespective of Service will never find as many patrons nor persuade as many as he whose chief motive is actuated by the spirit of Service.

The power of the individual to find those with whom he can effectively communicate varies directly with the soundness of his judgments and the presence of law and principle entering into the motive by which he is actuated. This spirit of service is an emotive element. Sound judgment is an intellectual element.

There may be several good ways to proceed but there is only one best way. Excellence of goods and the spirit of service being granted, success in finding patrons depends largely upon the wise decision what is the best thing to do and how it is best to proceed. Many ignore the importance of motive formation and hastily decide what to do and how to proceed.

The exact decision must depend upon the particular business, general conditions, local conditions and the class of people in the community. Every

salesman is limited by time, place, person, thing and the nature of the business.

There are four grand divisions in the vocation of commerce:

1. Producers, wholesalers and jobbers.
2. Retailers.
3. Specialty salesmen and institutions buying or making goods in bulk and selling direct to consumers.
4. Promoters.

These four classes form two groups as to method of finding customers.

1. Inducing the patron to come to the seller.
2. Seeking and finding the individual patron.

The chief modification of these two general methods is found in the modern mail order house. It finds the patron through advertising and sells to the individual customer. Its great success is due to conducting its business on scientific lines. The mail order house has proved a blessing in disguise, for it has stimulated the local retail merchant to greater activity in producing improved service.

The advent of the automobile has greatly modified methods of finding customers and of distributing product.

The methods of communicating with possible patrons are chiefly four in number:

1. Advertising in all its forms.
2. By a general canvass.

3. By selection and solicitation.
4. By following up prospects and leads.

There are no hard and fixed rules for finding patrons. The subject affords ample opportunity for full play of the constructive imagination. The advice here given is intended to assist the salesman to form sound judgments for himself.

The general canvass means calling at every home and place of business in the territory. It is the most thorough method in the sale of goods which may possibly be of service to everyone.

Having decided what to sell the salesman next selects his field. By inquiry or analysis he should then pick the leaders in the community. Human nature is imitative. The many follow the leaders. When one or more leaders have been secured as patrons the field should be thoroughly worked. No place should ever be passed because it looks unpromising.

In analyzing the field two points should be kept in view:

1. To miss no possible buyer.
2. To eliminate those outside of the class or classes that can profitably use the thing offered for sale.

Many fail to obtain the best results because they fail to keep going and to put in full time.

In selecting possible patrons use can be made of gazetteers, books furnished by mercantile agencies,

directories, city orders and ordinances, notices and judgments of probate and other courts.

Each new patron should be made a link in an endless chain. When a sale has been made secure from that patron the names of others likely to become interested in your goods or business proposition.

Carefully study transportation facilities, time tables, routes, etc. Trade reports are often misleading. The live salesman will go and see for himself.

Present equipment often determines whether the prospect can use the goods offered for sale to a real advantage.

The salesman should be the servant of the customer as well as of the house he represents. The interests of the customer and of the salesman are mutual. The salesman's true function is that of an educator. He should educate the buyer as to the merits of the goods, and as to the best methods of disposing of them. The merchant ought to know when to buy, where to buy and what to buy, but often he does not; and it is then that the salesman's ability as an educator may bring most beneficial results. It never pays to load the customer with goods which he cannot sell at a profit.

New ventures open a big field for the sale of goods. The dictates of style reach into all classes of merchandising. Market conditions are important

factors in selecting and finding customers. Losses by fire, flood, strikes and earthquakes offer special opportunities for rendering service and placing new goods. New associations give rise to new needs and new desires, and indicate the availability of people as possible patrons. Special occasions, holidays, fairs, conventions, weddings, funerals, offer openings for sale of appropriate goods.

Leads. A lead is the name of a person who in the near future will probably buy the article or commodity handled by the party of the first part. A **prospect** is an individual whose favorable attention has been attracted to the article or line and who is part way along toward becoming a customer. A lead usually costs something and should be followed up quickly and earnestly. The best leads come from recommendations of satisfied customers.

Commercial clubs, past records of the house, public records, city ordinances, county, state and national records, orders and records of probate courts, records of taxing bodies, marriage licenses, burial certificates, release of mortgages and transfers of real estate all open up trade possibilities.

Billboards, bulletins, show windows, street car signs, calendars, streamers, novelties, serve to attract attention; they are forms of publicity more or less effective.

The laws of constructive salesmanship apply to cards, circulars, catalogues, and to all forms of pub-

licity calculated to effect sales. When the purpose of printed matter is to induce action the suggestion of favorable action should be positive.

The sales letter is the primary selling talk. Enclosures and the follow-up should form the secondary and tertiary selling talks.

Many leads may be obtained from newspaper and periodical advertisements, and they should, for more money is spent on this class of advertising than on all other forms.

Form letters. Form letters have a large place in the development of leads. In preparing form letters attend to the matter, the make-up, the fill-in of name, signature, enclosures, folding, addressing and mailing. The matter should be terse, clear, convincing, dignified. The suggestion of favorable action should be positive.

A series of letters is allowable when a letter of reasonable length cannot carry all the points of the analysis. The time of mailing is important. Business letters should be mailed for Tuesday or Wednesday delivery. If sent to homes, Saturday is a good day for delivery.

The repeated order shows excellence of service, both of the house and of the salesman.

Prompt keeping of appointments is business religion.

New goods, new lines, new designs, are of distinctive value in giving a reason for calling upon

former prospects, and in providing a basis for a new selling talk.

Law

The power of the individual to find possible patrons varies directly with the right exercise of his constructive imagination.

Constructive imagination, tempered by sound judgment and regulated by the will, is a great architect. Maximum of success in sales is only reached when the spirit of service, sound judgment and creative imagination are employed. All big constructive business men have been mighty imaginers. Everyone possesses the faculty of creative imagination; few develop it to any marked degree.

The imaginative faculty is developed by correct nourishment and correct use. The method is through making lists of concepts pertaining to one's work or business and combining and re-combining them to obtain new ideas. Doing of constructive things for the finding of new patrons is a mode of conduct calculated to draw rich rewards. All useful inventions are the product of the constructive imagination; and the marketing of goods through finding new patrons and more patrons is largely due to the correct use of the faculty of imagination.

The professions. Members of the professions, medicine, law, dentistry, etc., are by tradition confined to the methods of indirect persuasion in find-

ing patrons. Those professional men who follow custom and do not advertise directly find it advisable to be active socially—to join clubs, churches, and other social organizations, and to take a live interest in matters of public concern. Reputation and fame with growth of patronage come to the professional man or woman through excellence of service rendered. The indirect method of advertising is thus most potent for finding more patrons.

Sale of personal services. Getting the position is very different from looking for a job. The young man entering business life should have a plan, a definite purpose. He should have prepared himself to do something useful in the world; and should endeavor to find those to whom he can render that service. He should not wait for something to turn up, but having arranged his selling talk should seek the position. The position should be one that he can fill and the kind of work he likes. Let him begin at the bottom with work he likes rather than higher up with a better paying job where the intellect and sympathies are not engaged.

Having found his work he should let it absorb him and rule him. But if engaged in work that does not interest him in itself, and does not nourish his mind and body, he is trying to succeed in the wrong environment. With the same determination to be useful let him seek a new environment and

find the position for which he is fitted and which fits his needs, and calls forth his highest qualities.

Law

The power of the individual to find possible patrons varies directly with his spirit of judicious liberality.

Profligate expenditure is death to big accomplishment. Liberal giving is the road to extensive getting. The creative man sees that it pays to spend judiciously in order to make more. The salesman who is penurious will never become a builder of business. The spirit of judicious expenditure is creative, that of undue conservatism is destructive.

Law

The power of the individual to find possible patrons varies directly with his fund of knowledge germane to the subject.

The modern business man cannot succeed on the rule of thumb policy, for business has become a science practiced. The business specialist is a recognized necessity in systematizing, in advertising, in salesmanship, etc.

The business man who fails to recognize that business is a science and its practice a profession cannot long survive.

Intelligent attention to the subject of how to find patrons is essential for him who would enjoy the highest reward in realizing that legitimate and worthy ideal which is always a progressive building of his own business. He who would succeed must be willing to pay the price.

Law

The success of the individual in finding patrons varies directly with the degree of courage of his convictions.

It takes real courage to breast the waves of opposition. The spirit of courage of conviction should permeate the whole house. The specialty salesman, the traveling man or promoter, who lacks the force of courageous conviction, will not find many patrons.

The chilling influence of fear is death to the discovery of possible patrons and to the power to persuade those with whom one communicates. There is no place for the coward in the marketing of ideas, or of services, or of commodities. Without courage mastery of the art of distribution can never be attained.

The ingredients of efficient motives are: The spirit of service, sound judgment, creative imagination, judicious liberality, wealth of knowledge,

courage of convictions. With these well compounded there will be few failures and many masters.

Law

Success in finding patrons varies directly with the self-discipline exercised in the execution of plans once put in motion.

Self-discipline in final analysis is the power to make oneself do again and again that which he knows he should do. It is the efficient cause of patience and perseverance.

It is only the self-disciplined man who does his work thoroughly, who goes back to see and canvass again the not entirely favorable prospect, who analyzes the field so as to get the best and fullest data as to prospects and as to the needs, wishes, likes and dislikes of the people of the territory.

Thoroughness is essential to success in finding many patrons and in rendering permanently satisfactory service.

Every house should have a sales manager who should know the problems of the salesman through personal experience. He should be a teacher and a leader able to impart ideas and impel his sales force to action.

LESSON NINE

CHARACTER READING

The problems of human nature are ever present, hence the constructive salesman should know human nature.

Business activity is ten per cent things and ninety per cent human nature.

Four essentials for successful human activity are intelligence, honesty, health and industry.

These are, in fact, the cardinal elements of the Area Science, Ability, Reliability, Endurance and Action.

The purpose of this lesson is two-fold: (1) Self-knowledge, (2) knowledge of the other man.

The salesman's success in persuading the customer often depends in large measure upon his ability to recognize the temperament and therefore to read and understand the man's character.

Two ways are open for learning the character of the prospect: (1) The questioning method, (2) the observational method.

We see the outer man, we seek to know the inner man.

We recognize temperament, we infer character.

A man is what he is by virtue of heredity, environment and habits.

Character is a composition of qualities; it is the

sum of inherited and acquired ethical traits which give to the person his moral individuality.

All men are alike in origin.

All men seek happiness.

All men differ in Ability, Reliability, Endurance and Action.

There is a definite correspondence between psychical characteristics and physical characteristics. That is, between character and temperament.

This is a study of how to interpret the inner man through the outer man. It is often called Character Analysis. The analysis is of temperament and that analysis correctly made furnishes a valid inference as to Character.

Human Nature is a composite of many variables.

The habit of comparing and analyzing temperament brings a novel zest into life.

The ability to interpret mental temper through physical temperament increases one's power to persuade those with whom he communicates; and it develops a better knowledge of self, to the discovery of destructive and the cultivation of corresponding constructive qualities of intellect, sensibilities, body and volition.

The mineralogist can ascertain the nature of many substances from an observation of their crystals.

The forester finds the history of the tree in its twigs, rings and bark.

The zoologist can reconstruct an extinct animal from a single vertebra.

The geologist reads the history of the earth in the mute strata of the rocks.

The expert analyst of temperament can read in the color, form, proportion, texture and conditions of the human body the secret compounds of character.

The beginning of the science of Character reading is in physiognomy.

Physiognomy is the art of reading character from the features and lines of the face.

The subject is of great antiquity, but the real science begins with Camper, discoverer of the facial angle as a measure of intelligence. (Leyden, 1722.)

Darwin gave a new impulse to the Science by his scientific method of investigation and classification.

Character reading through analysis of temperament is closely related to all human sciences, such as anatomy, physiology, ethnology, and psychology.

Basic Law No. 2

The power of the individual to render permanently satisfactory service to those with whom he communicates varies directly with his knowledge of human nature.

The essence of salesmanship is persuasion.

In order to persuade it is all important to know the type, and the character of the man addressed.

All knowledge of human nature must begin with a knowledge of self.

Self-analysis shows a threefold character of our being, that man is a three-in-one.

Every man finds himself a denizen of three worlds or three realms of activity—the inner world, the outer world, and the fellow world.

The inner world is the world of thought, emotion, and volition.

The outer world is the world of objective vibrations.

The fellow world is the world of humanity—of beings similar to ourselves.

To know ourselves and to know the fellow world is largely one and the same problem.

The external expression of the man is his temperament.

Ability to classify temperaments and to recognize their significant marks, leads to the power to read the mental make-up of the inner man.

Temperament is that individual peculiarity of physical organization by which the manner of thinking, feeling and acting of every person is permanently affected.

Temperament is the result of heredity, environment and habit.

The amount of germinal inheritance is small, but its plasticity is vast.

The special social inheritance comprises such things as science, art, literature, and their accumulations.

Man's ethical nature with the involved moral sense is due to both organic and social heredity.

Environment is the aggregate of all external conditions and influences affecting the life and development of the organism.

Habit is one of the most potent agencies in moulding the nervous mechanism of man.

Habits of thought, of emotion and of volition are the fashioners of temperament and are written in indelible signs upon the physical body of the man.

There are nine variables in human nature, and seven elements give a basis for classification of temperaments.

The nine variables are color, form, size, proportion, structure, texture, consistency, expression, condition.

The seven elements are electric, magnetic, acid, alkali, mental, vital, motor.

The temperament takes its name from the preponderance of one or more elements in the organization of the individual.

All temperamental types are classed under the laws of color, form and proportion.

Color gives two types, electric and magnetic.

Form gives two types, acid and alkali. Proportion gives three types, mental, vital and motor.

Color is indicative of racial origin and ethnic traits.

Form shows how mental force is expressed in action.

Proportions of features and body determine the characteristics of the mental, vital and motor types.

1. Electric type is blond in color.
2. Magnetic type is brunet in color.
3. Acid type is marked by convex forms.
4. Alkali type is marked by concave forms.
5. Mental type is triangular.
6. Vital type is rotund.
7. Motor type is square.

The blond or electric is energetic, bold, restless and domineering.

The brunet or magnetic is resigned, imitative and industrious.

The acid type is quick and active in bodily movements, mentally keen, alert, and insistent.

The alkali type is passive, deliberate, self-controlled, good natured, reflective and philosophical.

A combination of acid and alkali is more desirable than the pure form.

Individual features, such as the eye, the nose, the lips, the ears, the hair, the hands, are all indicative of character.

The mental type is best fitted for intellectual work.

The vital type is best adapted for indoor occupation.

The motor type is best fitted for out-of-door pursuits and physical work.

It is not quantity of brain, but quality, and mode of conduct of the cells that show intelligence or ability.

The shape of the head and mental disposition are correlative.

The high head indicates ambition and high ideals.

The low head indicates low ideals and aptitude for heavy work.

The long head indicates wisdom, foresight and far sight.

The short head is for immediate gain and present enjoyment.

The narrow head is gentle, mild and yielding.

The broad head is combative, enduring, and either constructive or destructive according to the presence of other elements.

The square head indicates reliability, trustworthiness.

The round head shows impulsiveness and social graces, but often cunning and treacherous tendencies.

Ability is shown by the development and shape of the forehead—the knowing room of the mind.

Reliability is shown by the development and

shape of the upper and back portions of the head. Here is the emotive room of the mind.

Action is shown by the development and form of the temporal or side head regions. Here is the volitional room of the mind.

Conditions of the body and of the clothing show personal habits.

Texture of the body shows the degree of refinement.

Fine texture shows appreciation of delicate shades of thought, art and literature.

Coarse texture shows aptitude for heavy work and appreciation of quantity rather than quality.

Discrimination in quality is of value to the salesman in both finding the customer and judging of the mode of approach, the kind of talk to be given, and the character of the goods to be offered.

The minute study of the face will give much valuable information. It forms a subject by itself—and is known as physiognomy.

The portion of the face from the eyebrows to the upper lip is indicative of energy, and should be one-half the length of the face.

The section including the mouth is indicative of vitality.

The third section from the indenture of the lower lip to beneath the chin shows endurance and physical bravery.

Facial expression is not from the eyes, but is controlled by fifty-two light bands of muscles played upon by the thought impulses flowing over the efferent nerves.

The mode or manner of handshaking is indicative of character.

Three kinds of handshakes are:

1. The intense—earnestness and sympathy.
2. The indifferent—unsympathetic and selfish.
3. The cold—calculation and suspicion.

The manner of walking is indicative of character.

1. A short measured step indicates a positive, self-assertive character.
2. The flat-footed, sliding step with the feet parallel shows a non-committal, calculating character, though easy going and approachable.
3. The long striding deliberate movement shows thoughtfulness, endurance and pronounced ambition.
4. The shuffling, irregular gait shows carelessness, indifference and unreliability.
5. The smooth, light tread in which the toes strike the floor first, shows stealth and secretiveness.

The voice is a remarkable index to character.

High pitched, loud and harsh tones of voice show cold, coarse, uncultured natures.

Low pitched, soft, vibrating tones indicate a refined, gentle and sympathetic nature.

The weak, whining voice shows vanity.

The coarse, loud voice indicates egotism and aggressiveness.

The glib, slippery enunciation and the oily voice going with it show guile and chicanery.

Clear, vibrating full tones show genuineness, kindness and loyalty.

Clothing

Texture, color, cut and condition of the clothes, how they are worn and how they fit, all tell a story to the intelligent observer.

The man of slight culture wears loud colors, contrasts, extreme styles and elaborate ornamentations.

"His essences turn the live air sick, and barbarous opulence, jeweled thick, suns itself on his breast and hands."

Subdued colors, standard styles and moderate ornamentation indicate the modest, prudent, unassuming but able man.

LESSON TEN

ANALYSIS

Basic Law No. 3

The power of the individual to render permanently satisfactory service varies directly with his knowledge of his business.

Business means human activity, useful effort or human service. Two kinds of knowledge are essen-

tial to rapid attainment of mastership. (1) Knowledge of universal truths; (2) knowledge of the technique of one's own business. Mastery of the first is the natural pathway to the second.

There are few analysts in any calling. Those who master analysis eventually bring their lives into alignment with the third basic law—they know their business.

Definition. Analysis is resolving into its constituent elements any object of sense or thought. Everyone engaged in useful effort is a salesman. The practical value of analysis to the salesman is in its relation to the art of persuasion, for salesmanship is per se the art of persuasion.

Persuasion is the power of constructive influence. It is that thorough and convincing advising and arguing which leads the other man to think, feel and act as one would have him do. Man persuades through self-expression, namely by words and deeds.

Persuasion is either direct or indirect. In the professions it is usually indirect, as the social meeting, kind words and recommendations of patrons. The commercial world uses chiefly and properly direct persuasion, as advertising, soliciting, etc. The study of analysis, expression, logic, synthesis and psychology are fast raising commerce to the rank of a true profession—a science practiced.

The four subjects which every salesman should analyze are:

1. The business as a whole.
2. The man himself.
3. The thing for sale.
4. The field of operation.

The method of analysis consists in asking pertinent questions and finding the answers.

Analysis furnishes us a track to run upon in finding fundamental questions which compel thought. Certain general facts apply to every business, such as:

1. Every business house is a composite salesman.
2. Its personality is the sum of the personalities of everyone on the payroll.
3. The object of its existence is to secure progressively profitable patronage.
4. Its ultimate profits depend upon business economy.
5. Business economy concerns the sources and methods of production of the material wealth of individuals and of business institutions.
6. Business economy of any institution functions through four channels: Executive, finance, purchasing and selling.
7. The same four headings apply to the useful efforts of the individual man. He must man-

age himself, finance himself, provide the right goods or services, and secure profitable patronage for his ideas, services or product.

8. The executive of any business must organize, deputize and supervise.
9. Through the executive department the policies of the house are adopted, directions given and work of all departments supervised.
10. The finance department concerned with raising and disbursing of all funds is engaged with credits and collections and accountancy.
11. The producing department buys, makes or furnishes the product.
12. The sales department disposes of the product to the buying public.

All of these departments function to one end, viz.: that the buying public may be served with the goods of the institution at a profit.

The point of contact between the institution and the buying public is the sale. But profit making does not depend alone upon the efficiency of the sales department. All the departments are interdependent.

It is wise business economy expressed in quality, quantity and mode of conduct in each department and by every individual that makes possible the securing of permanently profitable patronage.

Preparing an analysis. A good way to begin is to get a supply of cards, size 4x6, and a card index. Number the cards and file by number; only one question and answer should be put on one card. Use both sides of the card if needed, or extra cards may be made and attached.

In analyzing the business as a whole the following are pertinent questions:

1. Am I an employer or an employee?
2. What is this company?
3. What is the purpose of this company?
4. How many departments has this business as to general divisions? How many sub-divisions?
5. Could one profitably make further sub-divisions?
6. Are all divisions and departments properly articulated and harmonized?
7. How many people in each grand division?
8. How many people in each sub-division?
9. Is the number engaged in any grand division or sub-division too many or too few?
10. What is each division costing?
11. Is the cost of each grand division too high or is it not high enough?
12. Is the cost of any sub-division too high or too low?
13. What is the man power in each department—that is, how does each individual rate as

to A.R.E.A. as shown in discrimination, ethics, accuracy, speed?

14. What are we doing for our customers to bind them with the bond of satisfaction?
15. Is there anything which we are not now doing that we might find commercially feasible to do? If so, what?
16. What is the history of the company?
17. What is the real worth or the purpose of this company?
18. What is its comparative value as to service rendering power as compared with rival companies?
19. Are we handling too many articles?
20. Are we handling not enough articles? That is, can other articles or lines be added profitably?

See Analysis of the Individual. Fifty-two questions.

See Analysis of a Self-binding Reaper. Thirty-six questions.

Everything worth having must be paid for at a price. This includes the mastery of one's business. A partial analysis is better than no analysis at all. The result obtained from earnest practice of the method of analysis is to enable the student to obey the third basic law of human efficiency, namely: the power of the individual to render permanently satisfactory service varies directly with his knowledge

of his business. The more minute the analysis the more numerous are the properties, parts and relations discovered. This is desirable in order to review the thing, and see again its nature, qualities, uses, necessity for being, beauty, and other attributes as a whole in richer form.

The salesman should be an expert analyst, not only that he may know all about the things he sells, but that he may have this knowledge in most available form for a convincing presentation of his goods.

The analysis should be made not alone of one's own goods, but also of rival or competing goods. It is only thus that a just and fair comparison of the merits of the goods can be made.

Competitors. Competing or rival goods should not be run down or fiercely attacked if they are honest and belong to a worthy competitor. Speak well of the competitor and of his goods in a general way, but show the superior merit of your own.

Price. Never talk price, but quality, unless price is the great consideration or perchance you are talking to jobbers who generally insist upon talking price. The salesman who begins talking price is usually lost. Quality, quantity and mode of conduct are the three elements that should render the question of price a matter of secondary consideration.

Salesman's compensation. This is now usually

gauged by the actual worth (shown by profits made) of the salesman, and not by period of service, volume of sales, arbitrary limit or salary, or price at which a substitute may be employed.

Responsibility to customer. The salesman has a moral responsibility to the patron. He must not let the customer be deceived. The salesman who really has the customer's interest at heart can often hold trade and maintain prices in the face of price-cutting competition.

Policies of the house. Responsibility for success does not rest entirely upon the employes. The institution is the composite salesman. Remember the great principle of satisfaction in the mind of the customer. It is the bed rock of permanent relationships.

Cheap goods are perfectly legitimate and a necessity to certain classes of trade. But they should not be misbranded or misrepresented. The lower price of an article as compared with a rival article of superior quality is the great point in the selling talk, but there should be a legitimate reason for this lower price. May omit the question of quality in such cases, as price is the chief consideration.

All salesmen should be informed not only in the "what" of price, but also in the "why."

The Method of Analysis

How is the salesman to get the desired information?

1. From the salesmanager.
2. From the executives.
3. From the literature and records of the house.
4. From encyclopedias.
5. From other reference works.
6. From trade journals.
7. From the examination of the article itself.

The form of analysis. This is general and for all ordinary purposes consists of eight general classes of questions: the first four about the article itself; the second four about the article in its relation to the customer, as:

The Article Itself

1. What is this and what for?
2. Of what?
3. When, where, how and by whom made?
4. Real worth or value.

In Relation to Customer

1. For his own use.
 2. For re-selling at a profit.
 3. Comparison with rival goods
 4. Suggestiveness.
- | | |
|---|-------------|
| { | Quality. |
| | Perfection. |
| | Cost. |
| | Utility. |

Knowledge—not all used at once. It is not the purpose of minute analysis that all the knowledge gained should be used at once and on one occasion.

Only so much knowledge should be used as is absolutely necessary.

Consciousness of full knowledge gives reserved power. It begets the feeling of confidence; it gives an air of certainty; it enables the customer to know without being told that the salesman understands his business.

Clear thinking. There can be no clear thinking without systematic preparation. There can be no adequate expression of thought for the purpose of winning sales without the mental work of analysis and of synthesis.

Logical arrangement. The order of presentation of the points gained by analysis should be logical because:

1. The logical order is the most impressive;
2. It is most easily followed;
3. It is most easily remembered;
4. The conclusion can only be reached through a logical order of thought; or from logical grouping of the essentials which impel the desired conclusion "I will buy."

People are always seeking the "reason why"—that is, they are logical though they may not know it. The salesman must be able to supply the "reason why."

Introduction of sales talk. It is advisable to select from the analysis the points for the introduction that will most strongly appeal to the customer's

curiosity, personal interest, disposition, etc., as judged at the first approach.

Objections. The analysis should have suggested many possible objections that may be raised; and the mind must seek for the way that these can be best refuted and overcome. Valid objections are based upon sound judgments and cannot honestly be answered.

Ordinary objections are founded on unsound judgments, which are:

1. Hasty judgments—overlooking facts.
2. Mistaken judgments—essential facts missing.
3. Prejudiced judgments—known facts ignored.
4. Illogical judgments—known facts fallaciously combined.

Limit of analysis. The analysis is limited by the nature of the thing and the power of the analyst.

Constructing the analysis. For all practical purposes and for increasing accuracy in synthesis every analysis should be written.

Samples of analysis. (See Text Book E.)

The requisites of a good analyst are:

1. The spirit of service.
2. Power of concentration.
3. Power of perception.
4. Power of imagination.
5. Power of patience.
6. Power of logic.

7. Power of choice of apt words.
8. Power to synthesize or put together the thoughts obtained by analysis.

LESSON ELEVEN

SYNTHESIS

The Fourth Primary Law

The power of the individual to render permanently satisfactory service varies directly with his power to bring about permanent mental agreement with those with whom he communicates.

Four fundamental factors enter into Life's relationships:

Party of the first part.

Party of the second part.

The goods or business.

The meeting of the minds.

Success rests upon one fundamental principle—Service.

There are four primary laws related to the one fundamental principle. There are eight mental states necessary for permanent mental agreement: Confidence, attention, interest, appreciation, desire, decision, action, satisfaction.

The test of mastership in selling is the capacity to bring about the first seven of these mental states

and induce and make permanent the last in a high percentage of cases.

There are nine stages to the goal of mastership in selling:

1. Develop ability.
2. Develop reliability.
3. Develop endurance.
4. Develop action.
5. Analyze the field.
6. Analyze the customer.
7. Analyze the goods.
8. Correct use of language.
9. Correct synthesis.

Synthesis is the logical, convincing, persuasive putting together of the points obtained by analysis. The object of synthesis and presentation of the proposition is to persuade the customer to decide and act. In order to persuade it is necessary to cause the customer to **know** the goods and to **feel** that he desires them.

The salesman's aim is at the customer's volition. The way to the fortress of the volition is through intellect and feelings. In order to reach decision and action four outworks must be captured, viz.: Attention, Interest, Appreciation and Desire.

Constructive salesmanship finds no place for hypnotism. Hypnotism dethrones volition. If accomplished in fact a sale made in the circumstances would not be an honest transaction.

We are to consider synthesis as a factor in securing attention, exciting interest, arousing appreciation, causing desire, impelling decision and bringing about favorable action.

The selling talk logically has four parts: (1) the introduction, (2) the primary talk, (3) the secondary talk, (4) the tertiary talk.

The purpose of the introduction is to get favorable attention. The primary selling talk is to excite interest, arouse appreciation, cause desire, impel decision and produce favorable action. The purpose of the secondary talk is the same as that of the primary. The purpose of the tertiary talk is the same as that of the primary. Each talk is intended to effect the sale.

Attention must be to the thing for sale. The salesman is the medium through which the attention of the listener passes to the thing for sale. The attention which begets sales is favorable attention.

Attention is first of all to the salesman. The salesman's art is shown in his ability to quickly transfer this primary attention from himself to the thing for sale. Personality is a powerful factor in obtaining and retaining attention. The kind of attention requisite for effecting the sale is intense attention.

The primary selling talk must not be given until

the right kind of attention has been gotten by the introduction.

Attention is an act of the intellect. The introduction should be a thought-spiller and a thought-filler, for the mind of a business man when approached by the salesman is full of thoughts which must be spilled only that others may be filled in.

As many of the customer's senses as possible should be appealed to. The customer is entitled to the fullest knowledge concerning the goods. The richer his sensations, the richer his images, concepts and thoughts.

Taste and smell are two strong getters of attention. Seeing is believing and often more convincing than hearing.

There can be no fixed form for the introduction. It must needs be varied. An essential attribute of the able introducer is versatility. The versatility is based upon tact, knowledge of human nature, aptness, and adaptability to time, place and circumstance. The able introducer will avoid flattery, but will not withhold just praise.

This entire course in the Science of Business is designed to help the student increase the percentage of cases in which he, in contact with his fellow men, shall be able to bring about in the minds of those with whom he communicates the seven

mental states of confidence, favorable attention, interest, appreciation, desire, decision and action; and thus to render such service that satisfaction shall result, and thus the securing of progressively profitable patronage be made an accomplished fact.

In order to do this one must build his intellect, sensibilities, body and volition; become expert in finding customers; learn to read human nature; become a master analyst of his goods; a master of expression, and a master of synthesis.

Synthesis is the putting together in the most effective way of the points brought out by analysis. In the actual making of the sale only confidence, favorable attention, interest, appreciation, desire, decision and action are necessary, while satisfaction on the part of the customer is necessary for progressively profitable patronage.

Attention is the active direction of the mind to any object of sense or thought, giving it relative or absolute prominence. Attention may be either voluntary or involuntary.

Interest is a link between attention and appreciation. Interest is a feeling of the need of looking into, finding out about the thing that already occupies attention.

Appreciation of values is to be followed by desire and favorable decision and action.

The object of the first talk is to close the sale. It should therefore be a star performance.

The law of synthesis of the first talk is the law

of association of ideas. Each point should suggest the next. The first talk must depend as to its length upon the nature of the article or proposition presented. The first few points must be made interesting, but not too forceful. The wedge of the argument must be pushed in gently. The first talk must be in the nature of a sketch; but complete in a general way. The first talk must have terminal facilities; that is, should afford the customer the opportunity to buy but not to refuse. The opportunity to buy should be made indirect and not direct, and offered by getting a decision on a minor point.

The points and the order, if not the whole talk, should be memorized. Interruptions should be so handled as to turn seeming disadvantage into a real advantage. The salesman must control the interview and the customer must be kept on the track. As a rule price should not be mentioned until terminal facilities have been reached. The salesman must be positive—he must not waver.

LESSON TWELVE

SYNTHESIS

The function of the secondary selling talk is to create desire and bring about favorable action.

The language of the secondary talk should be mainly expository in form.

There should be no sensible break between the primary and secondary talks.

Thirteen rules to be observed are :

1. Mingle narrative and descriptive with expository language.
2. Go more into detail.
3. Use figures of speech and suggestive arguments.
4. Fill in the sketch.
5. Use greater force.
6. Hold the floor.
7. Turn aside interruptions.
8. Dwell on points that interested the prospect in the primary talk.
9. Make the secondary talk a masterpiece.
10. Follow the law of non-resistance.
11. Appeal to the senses.
12. Get the prospect to agreeing.
13. Reach terminal facilities.

The salesman should do his best on each point.

Many do not talk enough, many more talk too much.

Be guided always by the analysis and the synthesis will then supply enough and not too much to say.

The secondary talk should bring about favorable decision and action.

If it fails to do so, desire has not been sufficiently intensified.

There should be no retreat, no quitting at the end of the secondary talk, for the tertiary talk is still in reserve.

Analyze the almost sales and point out why the sales were lost; and thus prepare to profit by failures.

If the customer still hesitates and does not buy, glide into the tertiary talk without showing that there is a break.

The function of the tertiary talk is to close the deal.

There are only seven steps in completed volition: (1) Sensation; (2) a feeling of desire; (3) thought resulting in a reason, or reasons; (4) a motive, made up of both a feeling and a reason; (5) a decision of what to do, and how to do it; (6) the action, or doing; (7) repetition of the action, by which habit is formed.

The customer has the power and the right to refuse to permit the salesman to serve him.

The salesman has the power, to a greater or lesser extent, to cause the customer to think as he wants him to. These thoughts will regulate his feelings and consequent action.

The way to bring about favorable action is to stimulate desire to highest point of eagerness.

The link between interest and desire is appreciation of Values.

The psychological moment is that when desire becomes so strong that volition decides to act.

Power to detect the psychological moment is one of the greatest essentials to success in selling.

The master salesman can sense the psychological

moment. The customer sometimes gives indication of the arrival of the psychological moment by a nod, a shrug, or other movement of the body, and in various other ways.

When it arrives, the salesman stops talking and proceeds to close the deal.

For inducing the psychological moment, the salesman has four weapons.

1. His impressive personality—as a result of thorough self-training.
2. His ability to read human nature.
3. A thorough knowledge of his goods based on careful analysis.
4. The ability to present his selling talk with clearness, force and persuasion.

In the third talk the customer's objection must be drawn out and answered.

These objections must be dealt with according to the law of non-resistance.

In the final assault the salesman calls upon his reserves, appeals to the imagination and to the sensibilities by use of suggestive argument and to the interest by the direct and positive argument.

The third talk will be varied to meet the conditions.

The salesman has the advantage because he is prepared, while the customer is like a man coming into court with his case partly or wholly unprepared.

The good points should be saved to use as "chunks" on the fire of desire.

The true desire to serve the customer gives great power and makes the cause a righteous one.

Salesmen often render valuable service even to those who at first do not desire it.

The introduction, primary, secondary and the tertiary talk should be viewed as one whole.

The knowledge of types and temperaments will enable the salesman to adapt the four divisions of the selling talk to customers.

The buyer and seller should be like the poles of an electro-magnet.

The customer should be led, not driven.

After terminal facilities have been afforded, if the customer does not buy, take up the slack by a gentle urging of the customer's will to act.

The principle of Service, the four primary laws related to it, and many tributary laws related to the four primary laws have now been considered.

The student who has gone thus far and given an earnest consideration to the subject of natural law in the business world—the world of human activity—must realize with a keen sense of pleasure that his studies have just begun. It is indeed a life work, and one that to the awakened mind must appear most delightful.

